

CITY OF  
**FLORENCE**



Fiscal  
Biennium

2023-2025

# Biennial Budget

CITY OF FLORENCE, OREGON

Proposed Budget





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Florence  
Oregon**

For the Biennium Beginning

**July 01, 2021**

*Christopher P. Morill*

Executive Director



# City of Florence, Oregon

# Fiscal Biennium 2021-2023 Budget

## July 1, 2023 — June 30, 2025



### BUDGET COMMITTEE

<b>Council Members</b>	<b>Citizen Members</b>	<u>Term Expires</u>
Mayor Rob Ward	Jeff Archambeau	May 2023
Council President Sally Wantz	Sheila Evans	May 2023
Council Vice President Bill Meyer	Joel Marks	May 2024
Councilor Jo Beaudreau	Leonard Larson	May 2025
Councilor Robert Carp	Vacant	May 2025

The City’s Budget Committee consists of the Mayor, four City Council members, and an equal number of citizen members. Citizen members serve staggered terms of four years expiring May 31st.

The Budget Committee receives the proposed budget May 1, 2023. The committee holds public meetings on May 8th, May 10th, and May 11th with City staff making presentations and addressing questions. The public meetings provide an opportunity for public testimony. The Budget Committee approves the proposed budget at their final meeting, and forwards it to the City Council for adoption consideration.

The City Council holds a public hearing to consider adoption of the budget on June 5, 2023. After the public hearing the Council reviews and considers adoption of the approved budget, levies property taxes, and establishes the budget appropriations.



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# BUDGET MESSAGE



## City Manager's Budget Message 2023 – 2025 Biennium Budget

May 1, 2023

To the City of Florence Budget Committee,

As the City of Florence Budget Officer, I am pleased to submit the Proposed Budget for the 2023-2025 Fiscal Biennium (for simplicity's sake, from here on out it is often referred to as the proposed budget or just the budget). The City's proposed budget represents a financial plan for the next two fiscal years consisting of:

- ◆ Fiscal Year 2024 (July 1, 2023 through June 30, 2024) and
- ◆ Fiscal Year 2025 (July 1, 2024 through June 30 2025).

You will find that the proposed budget enables the City as a government organization to continue to uphold the goals and the mission of the City — to sustain and improve city services and infrastructure from which our community members can live, work, and play in a quality, viable, and sustainable manner. City staff have proposed a budget that reflects an ongoing commitment to provide valued services for the community with a foundation of fiscal health and stewardship.

*The Mission of the City of Florence is to meet community expectations for municipal services, provide a vision for civic improvements, maintain a quality environment, and position Florence to have an economically viable and sustainable future.*

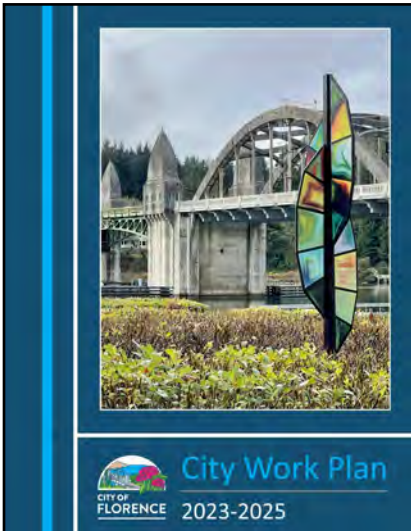
The budget document is the single most important policy document of the City. It sets standards and establishes the action, operational, and financial plans for the delivery of City services. It provides a comprehensive overview of all City funds and services, and gives residents a better understanding of the City's operating and fiscal programs. Most importantly, the City's proposed budget has been prepared and procedurally all has been done pursuant to Oregon Local Budget Law.

**Budget at a Glance.** This budget totals \$76.4 million for the biennium and is balanced. The General Fund budget for the biennium is \$19.1 million. For comparison, the previous fiscal biennium's budget was \$73.5 million, with \$18.3 million for the General Fund. In total, the proposed budget increased 4% in total over the previous biennium.

- ◆ Total current resources (excluding beginning fund balance) in the proposed budget for all City funds are \$58 million representing a 13.2% decrease as compared to the previous biennium's budget.
- ◆ Current expenditures (excluding ending fund balance) total \$68.9 million, an increase of 5.7%.
- ◆ All of the funds meet their targets for financial reserves except for the Street Fund, which is an ongoing and historical issue with transportation funding, that continues to only be sufficient to maintain the current infrastructure. In the coming years, significant policy and operational discussions will be necessary to address this Street Fund resource issue.

For more in-depth information about resources and expenditures and the factors that influence the year-over-year changes, please review the details provided in each fund's section of this document.

## BUDGET MESSAGE



**Relation to City Work Plan.** In early 2023, the City Council made up of two new Councilors and a new Mayor, embarked on the process of updating the City's Work Plan for the next two years. The City Council, through the City Work Plan process, identified priority policy areas and regulatory challenges for focus in the coming two years. Both the process and the final product gave staff direction to craft the proposed budget.

The updated Work Plan was adopted and which has been included as a part of this budget document. Through the process of updating the Work Plan, the Florence City Council reaffirmed their support of the five overarching City Goals outlined above and the vision of being Oregon's Premier Coastal Community. As the City works to achieve these goals, the City Council has emphasized their desire to execute the work of the City with the foundational values of serving with compassion and respect, encouraging volunteerism and civic engagement,

and their commitment to lead by example. Under this direction these values are shared by City staff and inform the work throughout the organization.

This biennium budget presents my recommendations as Budget Officer, and it incorporates nearly all aspects of the City's Work Plan that was adopted by the City Council earlier this year. I am proud to put forward this budget that has created a financial plan and roadmap for how we can operationally manage the City, invest in new capital, maintain what we have, provide excellent services with outstanding employees, and meet the City Council's Goals and achieve all that is contained in the City's Work Plan.



This budget message highlights the principal issues facing the City that we took into consideration when developing the budget. Throughout this message, in order to familiarize you with the budget document itself, I will direct you to different sections of the document. As an overview, each section of the budget highlights key aspects in relation to the City Work Plan and references additional explanations in the funds and programs. Generally, each program section contains a narrative summary, program highlights, personnel, capital projects and equipment detail, and a "did you know" section, followed by a performance measure information section. Together, this information tells the story of a City in Motion.

**What's New?** Before reviewing the core components of the proposed budget it is important to talk about how the next biennium begins and what is structurally different. The City has added a new fund, the Building Fund. This new fund accounts for the activities of the City's Building Program. This fund was created this biennium due to the State of Oregon's requirement all building programs which procures services from a contract building official shall have a periodic independent audit of the program at least once every two years ORS 455.202 (6). The principal source of revenue is building permits. Expenditures are for the operation of the Building Program. Currently, resources do not meet requirements of the program and it is subsidized by the General Fund.

Another change is due to terminology changes as a result of an ordinance update related to the management of the revenue generated and the management of the revenue from short-term overnight lodging taxes. What used to be the Transient Room Tax (TRT) Fund is now the Transient Lodging Tax (TLT) Fund.

## BUDGET MESSAGE

The City’s General Obligation Bond was paid off last biennium. With that you will not see any current activity in the G.O. Bond Debt Service Fund. It is now shown for historical reporting purposes.

The American Rescue Plan Act “Act” or ARPA Fund will close this biennium. It was a new special revenue fund created last budget as a result of the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program authorized by the Act. The funding was used to replace revenue lost due to the pandemic, for recovery purposes, and capital project authorized by the Act.

**Budget Overview.** The budget document is organized into five categories:

- |              |                         |                             |
|--------------|-------------------------|-----------------------------|
| 1. Resources | 3. Materials & Services | 5. Debt, Contingencies, and |
| 2. Personnel | 4. Capital Outlay       | Ending Fund Balance         |

These five categories are summarized and there are details are throughout the document.

**Resources.** Resources in the budget consist of Beginning Fund Balance and Revenues. Total Current Resources for the fiscal biennium are \$58 million and is a 13% decrease over the prior biennium. The biennium begins with \$18.4 million in beginning fund balance, creating total resources to balance with expenditures at \$76.4 million. The City intends to use those resources to provide essential public services that are in alignment with the City Council goals and to implement the items in the City’s Work Plan.

**Beginning Fund Balance.** It is unusual for the City to begin with such a large fund balance (\$18.4 million) with \$7.8 million of the beginning fund balance coming from unspent debt proceeds. The City issued long-term debt in Spring of 2023. While the projects were planned and budgeted for in the 2021-23 biennium, they will be carried forward and completed in this biennium and are included in this proposed budget.

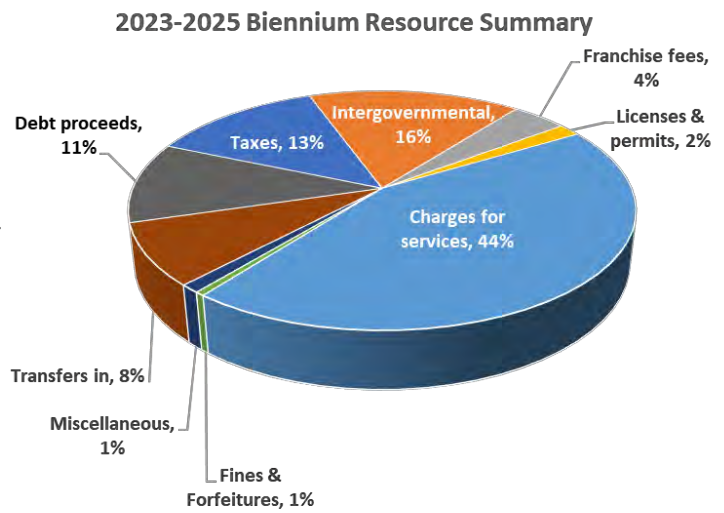
Resources by Category in Millions	2021-2023 Adj Budget	Current Biennium 2023-2025	Percentage Change
Taxes	\$ 6.91	7.58	9.57%
Intergovernmental	19.18	9.34	-51.30%
Franchise fees	2.34	2.42	3.77%
Licenses & permits	0.38	0.97	156.91%
Charges for services	22.77	25.56	12.28%
Fines & Forfeitures	0.40	0.30	-24.24%
Miscellaneous	0.68	0.63	-6.80%
Transfers in	4.09	4.84	18.31%
Debt proceeds	10.06	6.36	-36.80%
<b>Total Current Resources</b>	<b>\$ 66.79</b>	<b>57.99</b>	<b>-13.17%</b>
Beginning Fund Balance	6.68	18.38	175.23%
<b>Total Resources</b>	<b>\$ 73.46</b>	<b>76.37</b>	<b>3.96%</b>

**Current Revenues & Resources.** Resource or Revenue assumptions in the Proposed Budget are as follows:

- ◆ Property tax revenue assumed growth of 1% and an increase in taxable assessed value of 4%.
  - ⇒ \$6.4 million for the General Fund, levying the full permanent rate.
  - ⇒ During the last biennium, the City satisfied the debt for the General Obligation (G.O.) Bond, therefore there are no revenues reported. The G.O. Bond Debt Service Fund is shown for historical purposes only.
  - ⇒ No new proposed taxes
- ◆ The driving reason for the significant decrease in revenues over the prior biennium is in the Intergovernmental Revenue category that was caused by \$8.7 million dollars in one-time funds from pandemic stimulus funding (ARPA) and other infrastructure stimulus grants that we expected to receive.
- ◆ This budget includes revenue assumptions for a 5% Consumer Price Index (CPI) increase in year two of the biennium.
- ◆ Staff proposes to review rates later this year for Building Permit and Florence Events Center facility and food & beverage fees.

## BUDGET MESSAGE

- ◆ Continued system development charge (SDC) discount program, reducing funds available to participate in capacity increasing projects.
- ◆ Charges for services continue to include internal service fees charged for General and Public Works Administration providing to other departments.
- ◆ All other fees are assumed to increase as detailed in fiscal policies.
- ◆ No new fees have been proposed.
- ◆ The Parks program continues to be the second most demanded City service, after Public Safety, and yet it does not have a dedicated funding source. Therefore, City staff continues to seek grant funding to improve or create parks and trails throughout Florence.



**Personnel.** The City is predominantly a service provider; therefore, labor costs drive a significant portion of the budget making up 24% of all expenditures. People are our most valuable investment and we invest accordingly. In order to increase service level demands that have resulted from pent up projects due to the pandemic, the proposed budget includes 75.5 full-time equivalent (FTE) positions, a net increase of two positions over the previous biennium.

Expenditures by Category in Millions	2021-2023 Adj Budget	Current Biennium 2023-2025	Percentage Change
Personnel	\$ 14.97	\$ 16.58	10.75%
Materials & services	19.82	19.74	-0.37%
Capital outlay	21.73	21.81	0.38%
Transfers	4.11	4.84	17.77%
Debt service	4.58	5.92	29.15%
<b>Total expenditures</b>	<b>\$ 65.21</b>	<b>68.9</b>	<b>5.65%</b>
Ending Fund Balance/ Contingency	8.25	7.48	-9.41%
<b>Total Requirements</b>	<b>\$ 73.46</b>	<b>76.37</b>	<b>3.96%</b>

Overall, the City’s personnel budget will increase by \$1.6 million or 10.8% attributable to the increase in PERS rates, additional positions, wage increases as required by contract or by policy, and health related benefits costs. In the months leading up to the preparation of this budget, staff leadership have reviewed the current state of the City’s workforce with the City Council. The City

implemented the Pay Administration Guidelines in 2021 and adopted a new Job and Pay Framework. More information about this can be found in the Personnel section.

The request for 2 FTE positions is nuanced and discussed more in the Personnel section of the budget document. In summary the net change in FTE count is the result of 3.5 FTE positions added due to increase service demands for some functions and the loss of 1.5 FTE positions due to restructuring and cost savings achieved by outsourcing.

A robust citizen engagement and outreach effort, while encouraged, also produces new ideas and energies, and expectations, for responsiveness and service delivery. This is becoming especially acute in the Community Development, the Administration, Street Fund, and the Parks Departments. We hope to be able to meet these high expectations with the professional staff that we currently have hired on at the City and, with the new hires that fill the current vacancies, and newly requested positions.

## BUDGET MESSAGE



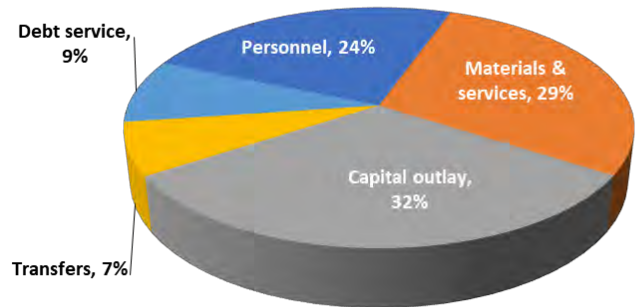
On average, the City typically operates with several vacancies as the unemployment rate is incredibly low and the job market is very competitive. During the last two years we have averaged 20 recruitments or 28% of the positions each year. At the time of this proposed budget, approximately 7% of total authorized positions were vacant. The budget is prepared assuming all positions are filled for the two-year

period, and we remain cautiously optimistic that we will reach full staffing levels for the better part of the biennium.

Important components of the personnel budget include the continuation of the compensation schedule that the City Council approved in 2015, which includes an annual merit system pay adjustment ranging from 1-3%, depending on performance, with a cost-of-living adjustment (COLA) of 3% for year one of the biennium based on the policy defined consumer price index cap even though the CPI for February 2023 was 5.8%. During this biennium, the Police Employee’s Association, our only represented group, will expire on June 30, 2024 and included in the City’s budget is the anticipated time and resources necessary to negotiate the next contract with the Association. Please reference the Personnel section of the budget document for a full analysis.

**Materials and Services.** The Materials and Services section of the budget is \$19.74 million and reflects a continuance of current service levels and it accounts for 29% of the total budget. In comparison to the previous biennium, this category has virtually remained unchanged. Included in Materials & Services are administrative overhead charges to all programs. Even though the cost of most supplies has risen with the CPI and inflationary pressures that we have experienced over the last 12 months, staff were directed to keep spending flat overall in their departments’ due to the known increases in personnel and with revenues not keeping pace with inflation. Therefore, the proposed budget represents no increase in materials and services expenditures over the prior biennium.

2023-2025 Biennium Expenditure Summary



Additional notable items accounted for in contracted services are related to priority items such as funding for Economic Development activities, master planning for Gallagher’s Park, professional services to staff the Building Official and Inspection Program, seasonal workers for the utility funds, engineering and GIS services, legal counsel, and the Municipal Court Judge.

**Capital Investments.** Total capital outlay budget is \$21.8 million (previous biennium was \$21.7 million). The previous biennium’s capital budget was the largest the City has ever seen, and as will be explained it will be nearly the same as last biennium. Capital Outlay amounting to \$12.3 million or 56% in capital outlay budgeted for this biennium are considered carryover from the last biennium meaning they are already in process (awaiting delivery, engineered, and/or under construction), committed to, and have funding secured (either through long-term debt or grants). \$7.8 million of the carryover items have funding available to them by way of the beginning fund balance from the long-term debt issue that the City took out in Spring of 2023.

## BUDGET MESSAGE

Funding for this capital outlay package is only possible with a tightly managed financial plan, which utilizes a mix of current revenues from fees & taxes, local grants, long-term debt proceeds both from the 2023 debt financing package and new debt, and actively seeking additional Federal, State, County, and other regional partners grants. The capital budget for this biennium focuses on new investment and reinvestment in utility infrastructure, transportation network, and facility improvements.

Highlights of the capital outlay budget include funding for the completion of several projects that are already in progress such as:

- ◆ The Rhododendron Drive Phase 2 project to realign, improve, and enhance the segment beginning as you head north from the Wild Winds Street to the intersection of 35th Street.
- ◆ The Wastewater UV Disinfection System Improvement Project.
- ◆ Continued significant investments in the information technology (IT) including a new accounting enterprise reporting program (ERP).

Other notable highlights include:

- ◆ The emergency stormwater project to stabilize the slope at Coast Guard Road and the Siuslaw River.
- ◆ Park improvements like playground equipment updates at Miller Park and a focus on planning for the future of Gallagher Park.
- ◆ Significant equipment replacement for the 9-1-1 Services Fund, large equipment for the Streets and Utility Funds, and the Airport pavement rehabilitation project.
- ◆ Beginning to plan for future expansion of the Florence Events Center.

Further detail of budgeted projects and their funding source by fund is found in the Capital Outlay Schedule.

**Debt, Contingencies, and Ending Fund Balance.** Due to the disruption from the pandemic and resulting recovery work and strained staff capacity, the City delayed long-term debt financing that had been previously planned during that last three years, and instead waited for more financial stability and a clearer financial picture. At the end of the last biennium, the City issued \$13.64 million in long-term debt in the Spring of 2023. Of that 2023 issue, \$7.8 million is included in the City's beginning fund balance and will be used to pay for capital projects. Of the \$6.36 million of debt proceeds included in Resources, is the \$3.5 million second draw of the 2023 long-term debt financing completed in Spring of 2023. In addition, this proposed budget expects that the City will issue another \$2.86 million in long-term debt to fund approximately 48% of the capital investments described above and we expect that debt outstanding at the end of the biennium to be \$29.7 million. Budgeted debt service expenditures are \$5.92 million (previously \$4.6 million) making up 9% of the total expenditures.

A significant achievement of the last biennium was the completion of the ReVision Florence Streetscape project. While the project costs and debt service payments are accounted for in the Florence Urban Renewal Agency (FURA) funds, the related debt is accounted for in the City's Debt Service Fund. Further detail of existing and proposed debt can be found in the Debt Service Funds and Debt Schedule.

Overall, at the end of this biennium, the City expects to have \$7.5 million in ending fund balance and/or contingency. The fund balance reserve is one of the most important fiscal policies that the City has and informs much of how the budget is prepared. I am pleased to report that we have met targets for all funds except for the Street Fund. Historically, the Streets Fund has been below the fund balance reserve targets, but with the increase in construction costs and tackling significant projects like 9<sup>th</sup> Street and Rhododendron Drive, the City has

## BUDGET MESSAGE

exhausted all existing resources for funding new and expanded street assets. It is expected that at the completion of the Transportation System Plan (TSP) Update long-range planning process, that the City will be having significant policy discussions for how to fund the transportation projects into the future. For further analysis on ending fund balance, please reference the financial detail for each fund section of the proposed budget document.

### Conclusion & Acknowledgements.

In conclusion, the proposed budget continues the work to align anticipated revenues and anticipated expenditures. A key focus for the biennium for the City Council will begin to have conversations about what funding levels are right for our community and where the funding should be prioritized. In addition, the City Council will need to consider other forms of revenue and modified revenue models with a specific focus on the Street Fund and Parks Department to support recurring service needs to ensure fiscal sustainability and adequate service levels to meet the community's needs today and in the future.

The City Council's Goals and the City's Work Plan build on the mission to build a community with excellent municipal services, continuous improvements, and create a quality and economically viable future. This 2023-2025 Proposed Biennial Budget illustrates how resources will be used to accomplish this mission even despite the current economic and societal woes that our community is facing. As fiscal challenges arise resulting from the pandemic and otherwise, we remain hopeful that the City will continue to be an integral part of restoring and maintaining the health of our community by continuing to provide uninterrupted municipal services at current or improved levels and by continuing to reinvest in our facilities, equipment, and infrastructure.

All the analysis and planning represented in this budget is a product of our dedicated City staff as led by the members of the Management Team, an engaged and involved community, and the City Council's leadership to develop, responsively refine, and finally approve a continuum of plans and policies that guide City operations and the future of Florence. Each element is essential to our success in delivering high quality services, improving the City's infrastructure, supporting the quality of life that our residents' value, and managing it all within sound fiscal practices.

Please accept my personal thanks from myself as City Manager and Budget officer to each member of the Budget Committee for your service on behalf of the community and for your work on the City's budget. I am honored and humbled to be of service to you, the City Council, and the community of Florence. Thank you!



Respectfully submitted,

A handwritten signature in blue ink that reads "ERReynolds". The signature is written in a cursive, slightly stylized font.

Erin R. Reynolds  
City Manager and Budget Officer





# CITY OVERVIEW

## About Florence

Incorporated in 1893, Florence is a scenic seaside community at the confluence of the Siuslaw River and the Pacific Ocean. The City is located along the [Pacific Coast Scenic Byway](#) (Highway 101), only one hour west of Eugene, and is served by a marina and boasts its own airport.

The City has grown at a modest pace since 2000, an average of 1.27% annually, to an estimated population of 9,561 as of July 1, 2022. Similar growth is anticipated during the next several years. Additionally, an estimated 2,300 residents live outside the City, but within the City's Urban Growth Boundary (UGB). UGBs designate where a city expects to grow over a 20-year period. This growth can occur with new houses, industrial facilities, businesses, or public facilities such as parks and utilities.



Florence's Historic Old Town is a charming 1900s fishing village that is built along the Siuslaw River. The Port of Siuslaw has built a boardwalk bordering its updated and expanded marina providing up-to-date amenities for commercial and recreational users. The Siuslaw River Bridge, which connects Highway 101 across the Siuslaw River, is visible from much of Old Town.

The iconic Siuslaw River Bridge designed by Conde B. McCullough, along with four others, was completed in March of 1936 as part of the Coast Bridge Project. In March of 2019, the Oregon Department of Transportation finished a three year major refurbishment of the Bridge that included seismic upgrades and cathodic protection.

The Florence area is rich with outdoor pursuits. Beaches, parks, hiking trails, lakes, rivers, and creeks are found throughout this premiere coastal community. The City has two golf courses, the world's first ever sand board park, and is located minutes away from the Oregon Sand Dunes National Recreation Area. Within the Siuslaw National Forest, the dunes are the largest coastal sand dunes in North America.

The City also owns and operates a convention and performing arts center. The Florence Events Center (FEC) is home to many popular annual events such as the Winter Music Festival, the Florence Festival of Books, the Florence Home and Garden Show, and many more. Additionally, the FEC is home to the Last Resort Players theatre company and the Rotary Club of Florence.



City of Florence, Oregon



# CITY OVERVIEW

## Form of Government

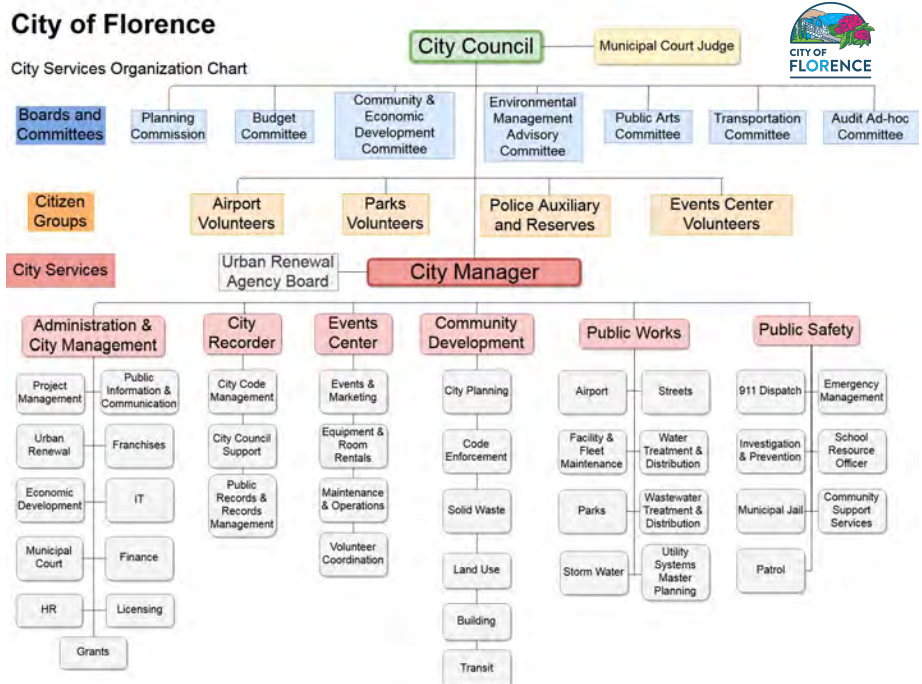
The City of Florence operates under a Council-Manager form of government. The Mayor and City Councilors are responsible for hiring and providing direction to the City Manager, establishing policy, adopting budgets, and approving City contracts. The Mayor and City Councilors are elected at-large. The Mayor serves a term of two years and the City Councilors serve staggered four year terms. The Mayor presides at official meetings and work sessions.



The Florence City Council meets the first and third Monday of each month at City Hall. Meeting participation and viewing is also available virtually in real-time via GoToWebinar. Council meetings are recorded and broadcast on cable channel 191. Additionally, videos of previous meetings are available on the City’s website at [www.ci.florence.or.us/council/watch-past-city-council-meetings](http://www.ci.florence.or.us/council/watch-past-city-council-meetings).

## City Services

The City of Florence, from its elected officials to its field and clerical support staff, are dedicated to professionalism, efficiency and effectiveness, and outstanding customer service. The City provides police, emergency dispatch, municipal court, water, sewer and surface water utilities, streets and sidewalks, events center, parks, airport, and community development services including planning, building, engineering, and code enforcement. Additionally, the City has an urban renewal agency, the Florence Urban Renewal Agency (FURA), which is staffed by City personnel and overseen by a separate nine-member board that includes three City Councilors.



Fire and rescue services are provided by Siuslaw Valley Fire & Rescue District and ambulance services are provided by Western Lane Ambulance District. These two entities are managed under the operation organization of Western Lane Fire & EMS Authority (WLFEA). The public library is operated by the Siuslaw Public Library District, with locations in Florence and Mapleton. Public transportation services are provided by Lane Transit District, which operates the Rhody Express.

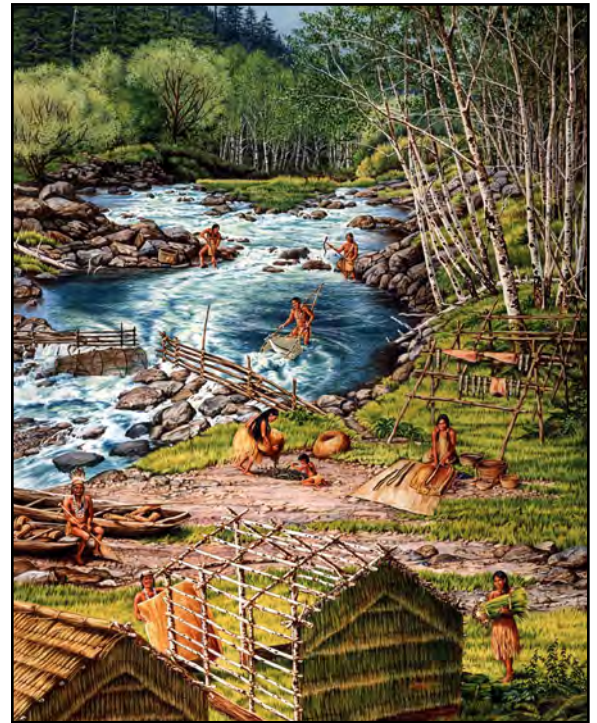
Florence lies within Lane County, which has five commissioners, elected by district. The County’s administration is located in Eugene, sixty miles east of Florence. Florence is within District 1 West Lane, which is represented by Commissioner Ryan Ceniga.

## CITY OVERVIEW

### History

The Florence area was originally inhabited by the Siuslaw People, whose name is shared by the river that they lived along for thousands of years. The Siuslaw People trace their homelands from the Pacific Ocean into the Coastal Mountain Range and east to the headwaters of the Siuslaw River. The people of this Tribe lived peacefully in villages surrounding the inland estuaries. They relied upon the rich natural resources of the Central Oregon coast.

Europeans first began traversing this region during the Golden Age of Exploration, when Spanish galleons sailed off the coast, charting the territory. Years later, on his northwest voyage, the famous English seaman Captain Cook explored the Oregon coastline, giving names to many present landmarks, such as Cape Foulweather.



*The above painting depicts an upper river camp of the Siuslaw, presumably towards Lake Creek. The Siuslaw People lived by the seasons maintaining permanent village sites, but also making temporary camps to follow the Salmon, Lamprey, and Elk.*



*Florence Saw Mill c. 1910.*



*Canned Salmon label from the Florence Canning Co. owned by William Kyle & Sons.*

In the second half of the 19th century, Anglo-Americans permanently settled the area that would become Florence. This rugged frontier community depended on logging and fishing for its economic survival. The town hit a population of 300 in the year 1900, at which time there were a lumber mill, two general stores, two canneries, a saloon, and a weekly newspaper.

One of the town's most complete mercantile stores, located in the Kyle Building, was built in 1901 (pictured to the right). Bulk goods, farm tools, hats, boots, and other items were sold here, providing residents necessities for life in what was a remote part of the state. The town's vital link across the Siuslaw River was provided by ferry boats until 1936, when the picturesque Siuslaw River Bridge was completed.

Some state that the city was named for state senator A. B. Florence, who represented Lane County from 1858–1860; another notion is that Florence was named for a French vessel that was wrecked at the mouth of the Siuslaw River on February 17, 1875.



CITY OVERVIEW

**Comparison Statistics**

Metric	Florence	Lane County	Oregon
Year Incorporated/Established	1893	1851	1859
Form of Government	Council/ Manager	Commissioner/ Administrator	Governor/ Legislature
Area in Square Miles (2023)	City—6.14 UGB—8.651	4,554.09	95,955.98
Population Estimate (July 1, 2022 Certified Estimates—PSU)	9,561	383,958	4,278,910
Veterans (2017-2021)	1,037	26,362	265,325
Households (2017-2021)	4,714	157,183	1,658,091
Persons per Household (2017-2021)	1.97	2.37	2.49
Percent of Population Female (V2021)	57.3%	50.7%	50.1%
Persons Under 5 Years Age – percent (V2021)	2.7%	4.3%	5.0%
Persons Under 18 Years Age – percent (V2021)	12.3%	17.9%	20.3%
Persons Above 65 Years Age – percent (V2021)	42.8%	20.5%	18.6%
High School Graduate or Higher % of Persons 25+ Years of Age (2017-2021)	90.0%	92.9%	91.5%
Bachelor’s Degree or Higher % of Persons 25+ Years of Age (2017-2021)	26.1%	32.5%	35.0%
Median Household Income (2021 dollars, 2017-2021)	\$50,615	\$59,016	\$70,084
Per Capita Income – past 12 months (2021 dollars, 2017-2021)	\$33,256	\$33,517	\$37,816
Persons in Poverty, percent	13.0%	14.4%	12.2%
Number of Housing Units (Florence Est. March 31, 2023, County and State V2021)	5,528	167,839	1,837,079
Percent Owner Occupied (2017-2021)	64.7%	59.4%	63.2%
Median Value of Owner-Occupied Housing (2017-2021)	\$269,300	\$303,800	\$362,200

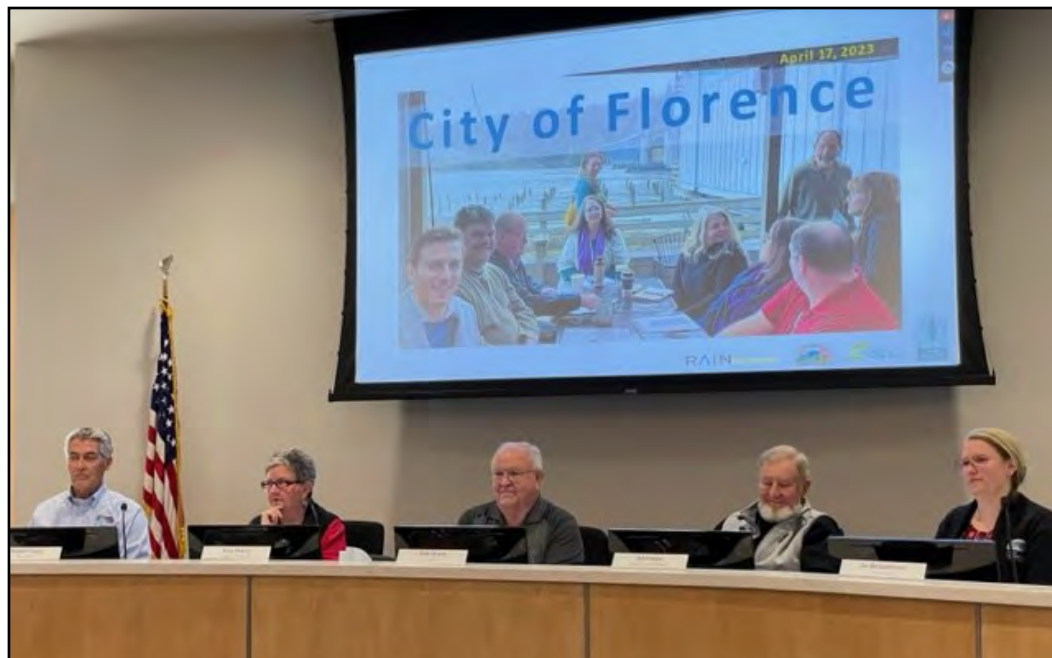
Source for much of the demographic data – U.S. Census: <https://www.census.gov/quickfacts>.

Portland State University Certified Population Estimates: <https://www.pdx.edu/population-research>.

## CITY OVERVIEW

### Florence Statistics

Metric	Florence
Annual Rainfall — Average Inches Since 1957 as of March 2023	68.85 inches
Parks and Public Open Space	202 acres
City Lane Miles of Street	82.44 lane miles
Sewer Mains	70.89 miles
Sewer Pump Stations	38
Stormwater Pipes	34.73 miles
Water Mains	67.74 miles
Water Storage – gallons	4.5 million
Water Connections	4,171
Sewer Connections	4,000
Bond Rating	A
City Property Tax Rate	\$2.8610
City Bonded Debt Property Tax Rate — FY 2023-24 / FY 2024-25	\$0.0000/\$0.0000
Total Property Tax Rate in City Limits — FY 2023-24 / FY 2024-25	\$2.8610/\$2.8610
City Share of Total Property Tax (estimate)	19.9%
Total Budget – 2023-25 Biennium	\$76,367,000





# PERSONNEL

The last two years can be compared to a caterpillar transforming into a butterfly. Just as a caterpillar undergoes a metamorphosis and becomes a beautiful butterfly, we too underwent a change during this time. We learned new skills, adapted to new ways of living and working, and discovered new strengths and capabilities. Like a butterfly emerging from its cocoon, we are emerging from this experience transformed, renewed, and ready to spread our wings and fly.

Looking back at the last two years, we have much to be proud of, and much of the credit is owed to our tremendous staff. This budget document contains many references to staff's accomplishments over this period, such as the successful completion of the ReVision Florence project to improve access and beautification of our Old Town District and the creation of the Exploding Whale Memorial Park, which has become a beloved destination for locals and visitors alike. However, it is important to take this moment to reflect on City personnel before looking at the City's budget and funds for the next two years.

The City is in the services industry and our biggest product is our people. City staff worked tirelessly the last two years as we responded to the pandemic and began to grapple with returning to normalcy post-pandemic. It is important to acknowledge that what follows working tirelessly is feeling tired. We are proud of what we've done, and we know we have more to do – and we will accomplish it, but staff are feeling the strain of the last few years. It is incredibly important that we recognize this strain and invest some time, energy, and resources back into our staff this biennium.

The City's Human Resources Director recently conducted a series of presentations to our new City Council on the topic of the current state of staffing at the City. It has been an eye-opening look at the data behind our personnel. It is important to reference some of that data and discuss its impact as part of the discussion on personnel, which makes up a large percentage of our expenditures this biennium.

- ◆ 63% of staff have been hired in the last 5 years, with 45% of all staff hired in the last biennium,
- ◆ The City hired 35 employees in the last biennium and promoted 17 employees into new roles,
- ◆ There were 32 separations last biennium, which amounted to a loss of 173 years of experience in the organization,
- ◆ We operated the last biennium with the equivalent of 2.25 full-time employees per year out on either protected leave, covid leave, or workers' compensation, and
- ◆ There are 148 years of experience in the organization that are at risk from potential retirements during this upcoming biennium.

As a result of these changes in staffing, the City must think of itself as an organization in training. It takes time for knowledge to be exchanged and as these new employees get training and gain confidence, the City will start looking to them for leadership and growth. Therefore, the City needs to invest in our current, experienced staff to retain their knowledge and give them the opportunity to share it with our new staff. Additionally, we need to do what we can to retain that investment we are making in our new staff so the effort we're making isn't lost to potential turnover.

These concerns, plus the increase in service level demands, community expectations, and engagement have necessitated some changes in personnel. This is all in addition to the realities of the post-pandemic experience in the areas of recruitment, retention, and the employee lifecycle. We've largely maximized our growth, now it is about efficiency and investing in our product, which is our personnel.

## PERSONNEL

The City Manager is responsible for administering the City's compensation plan, which includes receiving approval from the City Council on the pay structure and associated benefits. In the 2021-2023 biennium, the City adopted a new job and pay framework and pay administration guidelines, which are discussed in more detail on the next pages.

Consistent with the City personnel policies, the non-represented salary ranges are adjusted annually on July 1 by the percentage change in the CPI-W for the previous March-February period. The annual adjustment is limited to a minimum one percent (1.0%) and maximum three percent (3.0%). For all employees, including represented employees, the adjustment July 1, 2023 is 3.0%. The current Collective Bargaining Agreement with the Florence Police Employees' Association ends June 30, 2024, and will be renegotiated during this biennium.

The City Manager's compensation is established by the City Council. The Municipal Court Judge, Building Official, and Building Inspectors are not employees of the City. They receive compensation via personal services contracts. Additionally, the City uses an outside employment agency for non-permanent, part-time, and seasonal employment.

All departments during the 2021-23 biennium experienced vacancies, promotions, additions, and other changes in staffing as shared in the analysis below.

### **Fiscal Biennium 2021-23 Changes**

In the 2021-23 biennium the following positions were added or vacancies filled as budgeted and planned for:

- ◆ Two (2) Communications Officers, four (4) Police Officers, and a Corrections Officer were hired in Public Safety to fill various vacancies.
- ◆ An Economic Development/Communications Analyst position was filled in the City Manager's Office.
- ◆ An Assistant Planner position was filled in Community Development.
- ◆ A Building Permit Tech was hired to fill a retirement in Building.
- ◆ The vacant FEC Director position was modified to become the FEC Manager and that position was filled; the Assistant City Manager performs the essential functions of the FEC Director that the FEC Manager does not perform.
- ◆ The Food and Beverage Manager/Chef position was created and filled at the FEC.
- ◆ An Administrative Assistant position in Finance and at the FEC was filled.
- ◆ A GIS Analyst was hired to fill a vacancy in Public Works.
- ◆ A Treatment Plant Operator was hired to fill a vacancy in Public Works at the Wastewater Facility.
- ◆ Four (4) Facilities Maintenance Workers were hired in Public Works to fill various vacancies.

The following positions experienced significant changes in roles and responsibilities due to the need for the additional services coupled with the knowledge, skills, abilities, and experience gained by staff:

- ◆ Three (3) Admin Assistants were promoted to Management Analysts.
- ◆ The HR Manager became the HR Director.
- ◆ A Utility Lead Worker was promoted to Senior Utility Lead Worker.
- ◆ Two (2) Utility Worker Is were promoted to Utility Worker II.
- ◆ Two (2) Facilities Worker Is were promoted to Facilities Worker II.
- ◆ A Wastewater Treatment Plant Operator III was promoted to Senior Plant Operator
- ◆ The Wastewater and Water Treatment Plant Superintendent became the Assistant Public Works Director
- ◆ The City Projects Manager became the Assistant City Manager.



## PERSONNEL

### Changes from Previous Biennium

Additional position changes included in the 2023-25 biennium budget amount to a net 2.0 FTE increase and consist of the following:

#### Adding (+3.0 FTE)

- ◆ 1.0 FTE Utility Worker I in Wastewater
- ◆ 1.0 FTE Chief Communications Officer in Public Safety – 911
- ◆ 1.0 FTE Chef/Food and Beverage Manager in FEC

#### Removing (-1.5 FTE)

- ◆ 1.0 FTE GIS Analyst in Public Works Administration due to cost-savings of outsourcing position
- ◆ 0.5 FTE Administrative Assistant I in City Manager’s Office

#### Transitions (+0.5 FTE)

- ◆ FY21-23 showed a 0.5 FTE IT Technician, which was a part-time position for the biennium. FY23-25 removes the 0.5 IT Technician in year 1 and replaces it with a 1.0 FTE IT Analyst in Year 2 only. Therefore, there is no net change.
- ◆ FY21-23 showed a 0.5 FTE Administrative Assistant in Public Works Administration. FY23-25 adds 0.5 FTE to create a Management Analyst position. The net change is 0.5 FTE.

Fund Movement—Several positions have been restructured in the 2023-25 biennium, moving them to different funds or divisions, or splitting the position between two funds or divisions. These result in a net zero change for the organization.

- ◆ 1.0 FTE moved to Building Fund from Community Development as a result of creating the new fund.
- ◆ 1.0 FTE moved from Public Works Administration to Parks. The previous Field Supervisor retired and this position was changed to a Parks Maintenance Worker.
- ◆ 1.0 FTE from moved from Administrative Services to Administration. This was due to the movement of the Human Resources function to Administration.
- ◆ 0.5 FTE was moved from Wastewater to Public Works Administration. This was due to the promotion of the Senior Utility Worker to the Operations Supervisor and accounts for the position’s general supervisory duties in Public Works Administration.

Contract employees are included in the chart here and generally include part-time staff, seasonal staff, and staff hired through contractual agreements.

The net change in total full-time equivalent (FTE) budgeted positions, including contract positions, for the 2023-25 biennium over the previous biennium’s budgeted FTEs is 4.4 FTE. This includes changes that occurred during the previous biennium and the ones outlined above.

<sup>1</sup> Building is moved from Community Development in the 2023-25 Biennium.

<sup>2</sup> Human Resources was in Administrative Services in beginning in fiscal biennium 2019-21 and has moved to Administration in fiscal biennium 2023-25. The Administrative Services Department now includes Finance and Information Technology.

<sup>3</sup> City Hall maintenance is moved to Public Works Administration in the 2019-21 Biennium.

Department	2017-19 Actual	2019-21 Actual	2021-23 Budget	2023-25 Budget
Police	18.0	18.0	18.0	18.0
Communications (911 Services)	7.0	7.0	7.0	8.0
Community Development <sup>1</sup>	7.6	7.6	7.6	5.0
Building <sup>1</sup>				1.0
Parks	2.5	2.5	3.5	4.0
Municipal Court	2.4	2.4	2.4	2.4
Administration <sup>2</sup>	4.6	5.6	5.5	7.6
Administrative Services <sup>2</sup>	7.0	7.0	7.5	6.8
City Hall Maintenance <sup>3</sup>	1.0	0.0	0.0	0.0
Street	1.0	1.0	1.7	1.0
Florence Events Center	4.0	4.0	5.0	9.0
Water	5.0	5.0	5.8	5.4
Wastewater	5.0	5.0	5.8	6.7
Stormwater	2.0	2.0	3.0	3.0
Public Works Administration <sup>3</sup>	7.0	8.0	9.7	9.0
<b>Total FTE's - Citywide</b>	<b>74.1</b>	<b>75.1</b>	<b>82.5</b>	<b>86.9</b>
Less: Contracted FTE's	(5.1)	(6.1)	(9.0)	(11.4)
<b>Net FTE's - Citywide</b>	<b>69.0</b>	<b>69.0</b>	<b>73.5</b>	<b>75.5</b>

## PERSONNEL

### **Total Compensation and Payroll Assumptions**

Total compensation, i.e., personnel services budgeted for Year 1 of the biennium (fiscal year 2023-24) is \$8 million, compared to the 2022-23 budget of \$7.6 million, an increase of \$401,400 (5.3%).

Year 2 of the biennium (fiscal year 2024-25) total compensation is estimated to total \$8.6 million, an increase of \$547,600 (6.8%).

The 2023-25 biennial budget includes the following payroll cost assumptions:

- ◆ *A cost-of-living (COLA) pay adjustment July 1, 2023 of three percent (3%)*
- ◆ *Merit pay increases (discretionary) for non-represented employees of three percent (3%).*
- ◆ *Premium increase for health insurance coverage of six percent (6%) in year two of the biennium.*
- ◆ *Health insurance for vacant positions is budgeted with family coverage.*
- ◆ *Health coverage for all current employees is budgeted at current coverage levels.*
- ◆ *PERS rates effective July 1, 2023, for the 2023-25 biennium period:*
  - Tier I/II: 19.75% (previous 16.82%)
  - OPSRP General: 15.56% (previous 13.18%)
  - OPSRP Police: 20.35% (previous 17.54%)
- ◆ *No change to life, disability, or workers compensation premiums.*
- ◆ *Overtime varies by department and is based on historical and projected needs.*

PERSONNEL

**City Pay Administration**

In November 2021, the City of Florence City Council adopted a new job and pay framework for the City of Florence to replace the previous framework. The new job and pay framework is made up of two elements:

- ◆ The Pay Structure, which contains 12 salary grades (down from the previous 26 salary grades). Each salary grade has a minimum and maximum amount of salary compensation for the salary grade; and
- ◆ The Job Framework, which identifies one of four roles for every position, and then assigns experience levels to the position within the role. This way, each position in the City has a role and an experience level.

The four role types are: Associate, Technician, Professional, and Leader. There are 5-7 levels per each role type, as show in the table to the right.

The pay structure and job framework work together to form the framework for salary compensation at the City. For example, all positions in the organization identified as Level 1 Professionals (P1) share salary Grade 5, which also includes Level 4 Technician (T4) and Level 5 Associate (A5) positions.

You can find the Role, Level, and Salary Grade for each position in this section. For the most up

Grade	Leader	Professional	Technician	Associate
12	L7			
11	L6			
10	L5	P6		
9	L4	P5		
8	L3	P4		
7	L2	P3	T6	
6	L1	P2	T5	
5		P1	T4	A5
4			T3	A4
3			T2	A3
2			T1	A2
1				A1

-to-date information, the City's job descriptions contain role, level, and salary grade. Active Job Descriptions can be found here at [www.governmentjobs.com/careers/florenceor/classspecs](http://www.governmentjobs.com/careers/florenceor/classspecs).

**Salary Schedule – Non-Represented Positions**

**July 1, 2023 & July 1, 2024 (Estimate)**

Grade	Roles & Levels	Annual Salary July 1, 2023		Annual Salary July 1, 2024 (Estimate)	
		Minimum	Maximum	Minimum	Maximum
12	Leader 7	98,664	164,440	101,624	169,373
11	Leader 6	82,750	140,039	85,233	144,240
10	Leader 5, Professional 6	75,324	126,247	77,584	130,035
9	Leader 4, Professional 5	66,837	113,516	68,842	116,922
8	Leader 3, Professional 4	60,471	102,907	62,285	105,995
7	Leader 2, Professional 3, Technician 6	59,410	89,116	61,193	91,789
6	Leader 1, Professional 2, Technician 5	53,046	80,640	54,637	83,059
5	Professional 1, Technician 4, Associate 5	47,754	73,206	49,187	75,402
4	Technician 3, Associate 4	44,562	67,914	45,899	69,952
3	Technician 2, Associate 3	40,320	61,551	41,530	63,398
2	Technician 1, Associate 2	38,199	59,430	39,345	61,213
1	Associate 1	36,078	55,167	37,160	56,822

PERSONNEL

**Job Framework**

Below is the current Job Framework for the City of Florence. Note: the City does not employ one person in every position, in many cases, it is just one employee for the position series. The filled position in a series depends upon City need and the qualifications of the individual in the position. For more information, please see the individual fund or program sections of this document.

Grade	Roles and Levels	Positions
12	Leader 7	City Manager
11	Leader 6	Assistant City Manager Police Chief
10	Leader 5 Professional 6	Administrative Services Director Community Development Director
9	Leader 4 Professional 5	Assistant Public Works Director Lieutenant
8	Leader 3 Professional 4	FEC Manager Finance Manager HR Manager
7	Leader 2 Professional 3 Technician 6	City Recorder Senior Building Analyst Senior Economic Development Analyst
6	Leader 1 Professional 2 Technician 5	Associate Planner Building Analyst Chief Communications Officer Court Administrator Economic Development Analyst Engineering Analyst
5	Professional 1 Technician 4 Associate 5	Assistant Planner GIS Analyst Management Analyst
4	Technician 3 Associate 4	Accounting Clerk III Accounting Specialist II Administrative Assistant III Building Technician II Code Enforcement Officer II
3	Technician 2 Associate 3	Accounting Clerk II Accounting Specialist I Administrative Assistant II AV & Maintenance Technician II Building Technician I Code Enforcement Officer I
2	Technician 1 Associate 2	Accounting Clerk I Administrative Assistant I AV & Maintenance Technician I Court Clerk I
1	Associate 1	Facilities Worker I

# BASICS OF BUDGETING

The City budgets all funds on the modified accrual basis of accounting. Items such as depreciation, amortization, property taxes and other revenues that are not expected to be received in the current period or within sixty days of fiscal year end are not included in the budget. All expenditures forecast to occur during the year, such as principal, interest payments and capital acquisitions are budgeted. Expenditures for accrual of accrued leave and other payroll costs incurred are not budgeted.

Within the City’s audited financial statements, the General Fund, special revenue funds and debt service funds are accounted for using the modified accrual basis of accounting. The enterprise and internal service funds utilize the full accrual method of accounting. The primary difference between the two methods of accounting, relative to the budget basis used, is depreciation, acquisition of capital assets and principal payments on debt are handled differently, i.e., depreciation is not budgeted, acquisition of capital assets and principal payments are budgeted, but are not shown as expenditures in full accrual accounting.

Budget appropriations for authorized spending are provided for all of the funds in the following sections. The amount of final appropriations are as presented in the “Adopted Budget” column of the budget summaries presented for each fund.





# FUND ACCOUNTING

For accounting purposes, a local government is not treated as a single, integral entity. Rather, a local government is viewed instead as a collection of smaller, separate entities known as “funds.” A fund is a fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific activities and objectives. All of the funds used by a government must be classified into one of seven fund types within:

## Governmental-Type (Governmental Funds)

- General
- Special revenue
- Debt service
- Capital projects

## Business-Type (Proprietary Funds)

- Enterprise
- Internal service

## Fiduciary-Type

- Fiduciary

## Governmental Funds

Many government services are financed through taxes and intergovernmental revenues. These are often called non-exchange revenues because there is not normally a direct relationship between the cost of the service provided and the amounts being paid by either individual tax payers or other government agencies. When a service is largely funded through non-exchange revenues it can be called a governmental-type activity. The accounting for a governmental-type activity focuses on available spendable resources and the near-term demands upon them.

### General Fund

The General Fund accounts for services generally supported by property taxes and other non-dedicated or restricted revenue. These services include public safety, parks, administration, administrative services, and community development, and Council directed funding of outside agencies or other activities. General administrative costs are recovered through internal charges to the fund or department using these services: These costs include Administration and financial services, risk management, network computer and phone services, and city hall usage. The costs of these services are at full cost, including replacement cost, thereby providing more accurate costs of providing services.

### Special Revenue Funds

Special revenue funds are a fund type used when certain revenues have been earmarked or are legally restricted to expenditure for a specific purpose.

*Transient Lodging Tax (TLT) Fund* — The Transient Lodging Tax Fund accounts for the receipt and disbursement of the City’s four percent (4.0%) lodging tax. The total lodging tax in the City is ten and four-fifths percent (10.5%); five percent (5.0%) County, one and one-half (1.5%) State of Oregon (effective July 1, 2020), and four percent (4.0%) City. Collected revenue is distributed to the Florence Area Chamber of Commerce, the Florence Events Center, and to the City to support activities and events that are tourism related.



## FUND ACCOUNTING

*9-1-1 Fund* — The 9-1-1 Fund accounts for the activities of the areas emergency services dispatching. The operation is managed by the Chief of Police and serves the Florence Police Department, Western Lane Fire & EMS Authority (includes Siuslaw Valley Fire & Rescue and Western Lane Ambulance District), Lane County's Sheriff's Department, Swisshome/Deadwood Fire Department, Mapleton Fire Department, and the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians. Funds are provided by 911 telephone taxes and payments from entities served.



*Airport Fund* — The Airport Fund accounts for the operation of the Florence Municipal Airport. The principal sources of revenue include federal and state grants, aircraft fuel sales, hanger ground leases, property leases and property sales in the Pacific View Business Park. Expenditures are for the operation, administration, maintenance, and improvement of airport facilities.



*Street Fund* — The Street Fund provides the accounting of the City's street, bike lane, sidewalk, and right of way activities. Funding sources include state highway gas tax, street fees, and grant funding from various sources. Heavy equipment, vehicles and maintenance, engineering, project oversight, and public works administration and support services costs, are accounted for through transfers to internal service funds for the estimated costs of the provision of these services.

*American Rescue Plan Act (ARPA) Fund* — The ARPA Fund accounts for the monies that will be received under the American Rescue Plan Act that was signed into law by the President on March 11, 2021. The ARPA provides \$350 billion in emergency funding for state, local, territorial, and Tribal governments to respond to the COVID-19 public health emergency, or its negative economic impacts; provide government services, to the extent COVID-19 caused a reduction of revenues collected in the most recent full fiscal year of the State, territorial, or Tribal government; make necessary investments in water, sewer, or broadband infrastructure; and other eligible expenses outlined in the Act. These funds will be provided over two distributions and the U.S. Treasury Department will be issuing further official guidance on the use of ARPA funds by local governments.

*Building Fund* — The Building Fund accounts for the activities of the City's Building Program. Those performing construction in the city purchase permits for inspections of work. This fund was created in the 2023-25 biennium due to ORS 455.202 (6), which requires all building programs that procure services from a contract building official shall have an independent audit of the program at least once every two years. The principal source of revenue is building permits. Expenditures pay for the operation of the Building Program to include administration, inspections and enforcement. Currently, resources do not meet requirements of the program and it is subsidized by the General Fund.





## FUND ACCOUNTING

### Debt Service Funds

This fund type accounts for the accumulation of resources for the payment of debt principal and interest.

*Debt Service Fund* — The Debt Service Fund was established to service principal and interest payments on the City's short and long-term debt with the exception of debt financed with general obligation bonds. The principal sources of revenue are payments from property owners on bonded and unbonded assessments and transfers from funds that benefit from the debt.



*General Obligation Debt Service Fund* — This fund accounted for debt service associated with voter approved general obligation debt issued to fund water improvements. The obligation of this issue was satisfied in June 2022 and the fund was closed in July 2022. The fund is being presented for historical purposes only.

### Proprietary Funds

Other government services are financed through user charges for which the cost to the individual, business or non-profit, is proportionate to the benefit received by the customer. When a fund receives a significant portion of its funding through user charges, it can be referred to as a business-type activity. The accounting for a proprietary fund focuses on cost and long-term cost recovery.

### Enterprise Funds

Enterprise funds are used to account for operations financed and operated in a manner similar to private enterprises.



*Florence Events Center Fund* — The activities of the Florence Events Center (FEC) are accounted for in this fund. Principal sources of revenue include event program revenue, building rentals, ticket surcharges, catering, an allocation of the City's transient room taxes, and funding from the County's share of transient lodging taxes. Expenditures are for the operation of the Events Center, including marketing, building maintenance, debt service, and transfers for administrative related services.

*Streets SDC Fund* — This fund accounts for the City's collection and investment of street system development charges (SDCs). The principal source of revenue are system development charges paid by builders and developers. Expenditures are for qualified system improvements.

*Water Fund* — This fund accounts for the operation of the City's water utility. The principal sources of revenue are user fees. Expenditures are for the operation, administration, maintenance, system betterments, and expansion of the system.

*Water SDC Fund* — This fund accounts for the City's collection and investment of water system development charges (SDCs). The principal source of revenue are system development charges paid by builders and developers. Expenditures are for qualified system improvements.



## FUND ACCOUNTING

*Wastewater Fund* — This fund accounts for the operation of the City's sewage utility. The principal sources of revenue are user fees. Expenditures are for operation, administration, maintenance, system betterments, and expansion of the system.



*Wastewater SDC Fund* — This fund accounts for the City's collection and investment of wastewater system development charges (SDCs). The principal source of revenue are system development charges paid by builders and developers. Expenditures are for qualified system improvements.

*Stormwater Fund* — This fund accounts for the operation of the City's stormwater utility. The principal sources of revenue are user fees. Expenditures are for operation, administration, maintenance, system betterments, and expansion of the system.

*Stormwater SDC Fund* — This fund accounts for the City's collection and investment of stormwater system development charges (SDCs). The principal source of revenue are system development charges paid by builders and developers. Expenditures are for qualified system improvements.

### **Internal Service Funds**

Internal service funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the City, on a cost-reimbursement basis.

*Public Works Administration Fund* — Public works administration and support services are provided through this operation. Additionally, activity associated with vehicles and heavy equipment utilized by more than one public works division is accounted for in this fund. Revenues are generated through user charges for the cost of providing the services to the various benefitting funds. Expenditures are for administrative and supervisory staffing, operating support costs, and City's facilities operation, maintenance and debt service.

# FUND STRUCTURE & FUNCTIONAL UNITS

Fund Structure				
Governmental Funds			Proprietary Funds	
General Fund	Special Revenue Funds	Debt Service Funds	Enterprise Funds	Internal Service Funds
	Street Fund	Debt Service Fund	Water Fund	Public Works Administration Fund
	Street SDC Fund	General Obligation Debt Service Fund	Water SDC Fund	
	9-1-1 Fund		Wastewater Fund	
	Transient Room Tax Fund		Wastewater SDC Fund	
	Airport Fund		Stormwater Fund	
	ARPA Fund		Stormwater SDC Fund	
	Building Fund		Florence Events Center Fund	

Note: Bold white text denotes major funds.



FUND STRUCTURE & FUNCTIONAL UNITS

**Functional Units**

The following table provides where the City’s functional units are accounted for by fund type and fund. Additionally, the functional units/funds that are in bold and italicized are the City’s major funds. Major funds are those funds that meet certain accounting requirements relative to revenue and or assets.

<b>Functional Units</b>					
<b>Governmental Funds</b>			<b>Proprietary Funds</b>		
<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Debt Service Funds</b>	<b>Enterprise Funds</b>	<b>Internal Service Funds</b>	
<ul style="list-style-type: none"> <li>* Public Safety                             <ul style="list-style-type: none"> <li>• Patrol</li> <li>• Jail</li> <li>• School Resource Officer</li> </ul> </li> <li>* Parks</li> <li>* Community Development                             <ul style="list-style-type: none"> <li>• Planning</li> <li>• Code Enforcement</li> </ul> </li> <li>* Administration                             <ul style="list-style-type: none"> <li>• City Council</li> <li>• City Manager’s Office</li> <li>• City Recorder</li> <li>• Communications</li> <li>• Economic Development</li> <li>• Human Resources</li> </ul> </li> <li>* Administrative Services                             <ul style="list-style-type: none"> <li>• Finance</li> <li>• Information Technology</li> </ul> </li> <li>* Municipal Court</li> <li>* Non-Departmental                             <ul style="list-style-type: none"> <li>• Emergency Management</li> <li>• Facilities Maintenance</li> <li>• Outside Agency Funding</li> </ul> </li> </ul>	<p style="text-align: center;"><b>Street Fund</b></p> <ul style="list-style-type: none"> <li>* Street maintenance</li> <li>* Street construction</li> <li>* Sidewalks</li> <li>* Bike paths</li> <li>* Trails</li> <li>* Street lighting</li> </ul>	<p style="text-align: center;"><b>Debt Service Fund</b></p> <ul style="list-style-type: none"> <li>* Debt Service</li> <li>* LID Debt Service</li> <li>* City/FURA Debt Service</li> </ul>	<p style="text-align: center;"><b>Water Fund</b></p> <ul style="list-style-type: none"> <li>* System Operations</li> <li>* Capital Investment</li> <li>* Debt Service</li> </ul>	<p style="text-align: center;"><b>Public Works Administration Fund</b></p> <ul style="list-style-type: none"> <li>* Administration</li> <li>* Fleet Maintenance</li> <li>* Facilities Maintenance</li> <li>* Public Works Facility Improvements</li> </ul>	
			<p style="text-align: center;"><b>General Obligation Debt Service Fund</b></p> <ul style="list-style-type: none"> <li>* Debt Service</li> </ul>		<p style="text-align: center;"><b>Water SDC Fund</b></p> <ul style="list-style-type: none"> <li>* Funding for Water Construction</li> </ul>
		<p style="text-align: center;"><b>Street SDC Fund</b></p> <ul style="list-style-type: none"> <li>* Funding for Street Construction</li> </ul>		<p style="text-align: center;"><b>Wastewater Fund</b></p> <ul style="list-style-type: none"> <li>* System Operations</li> <li>* Capital Investment</li> <li>* Debt Service</li> </ul>	
		<p style="text-align: center;"><b>9-1-1 Services Fund</b></p> <ul style="list-style-type: none"> <li>* Emergency Dispatch Services</li> </ul>		<p style="text-align: center;"><b>Wastewater SDC Fund</b></p> <ul style="list-style-type: none"> <li>* Funding for Wastewater Construction</li> </ul>	
		<p style="text-align: center;"><b>Transient Lodging Tax Fund</b></p> <ul style="list-style-type: none"> <li>* Tourism Promotion</li> <li>* Funding for FEC Operations</li> </ul>		<p style="text-align: center;"><b>Stormwater Fund</b></p> <ul style="list-style-type: none"> <li>* System Operations</li> <li>* Capital Investment</li> <li>* Debt Service</li> </ul>	
		<p style="text-align: center;"><b>Airport Fund</b></p> <ul style="list-style-type: none"> <li>* Ground Leases</li> <li>* Fuel Sales</li> <li>* Airport Maintenance</li> </ul>		<p style="text-align: center;"><b>Stormwater SDC Fund</b></p> <ul style="list-style-type: none"> <li>* Funding for Stormwater Construction</li> </ul>	
		<p style="text-align: center;"><b>American Rescue Plan Act (ARPA) Fund</b></p> <ul style="list-style-type: none"> <li>* COVID-19 Federal Stimulus Package Funding</li> </ul>		<p style="text-align: center;"><b>Florence Events Center Fund</b></p> <ul style="list-style-type: none"> <li>* Administration</li> <li>* Food &amp; Beverage</li> <li>* Events Management</li> <li>* Operations</li> </ul>	
		<p style="text-align: center;"><b>Building Fund</b></p> <ul style="list-style-type: none"> <li>* Funding for Building Safety, Permitting, and Inspection Program.</li> </ul>			

*Note: Bold white text denotes major funds.*

# BUDGET PROCESS

A budget is defined by Oregon State Law (Oregon Revised Statutes, Chapter 294) as a financial plan containing estimates of revenue and expenditures for a given period or purpose, such as a fiscal year or biennium. The City is required to adopt a balanced budget on or before June 30.

The State of Oregon defines a balanced budget as one in which total resources, including beginning balances, current resources, and debt proceeds equals total requirements of current expenditures, capital outlay, transfers, debt service payments, and reserves. The budget is a financial plan and is critical to cities because it requires evaluation of plans and establishment of priorities in relation to available resources. Under Oregon Revised Statutes (ORS), a legally adopted budget is necessary for a local government to levy property taxes.

The City of Florence prepares and adopts its biennial budget in accordance with the City Charter and Oregon Local Budget Law (ORS 294.305-294.555, and 294.565). The Budget is presented by fund, department, and program. The City Manager, as the Budget Officer, has responsibility for presenting the proposed budget to the Budget Committee, management of the overall City budget, and maintaining budgetary control at the adopted appropriation level. Finance and the respective operation department directors perform ongoing review and monitoring of revenues and expenditures.

The Budget Committee consists of the governing body and an equal number of legal voters appointed by the Florence City Council. Accordingly, the City of Florence has ten budget committee members, in which the votes of all members are equal. The first review of the budget occurs when the budget is presented to the Committee. At that time, the budget is made publicly available and the Committee begins their review. The Committee may approve the proposed budget intact, or change part or all of it prior to approval.



Oregon Local Budget Law requires the meeting at which the budget is adopted by the City Council to be formally noticed and provide time for the public to comment or ask questions about the budget. The City Council may modify the approved budget, however, if expenditures are increased more than \$5,000 in any fund (or 10%, whichever is greater), a notice of a second budget hearing and a new financial summary must be published and a second hearing held before the budget can be adopted. The budget must be adopted on or prior to June 30. There is no provision in Oregon Local Budget Law to adopt a budget after June 30.

The budget is an estimate, and as such there is a provision to adjust the budget during the biennium through supplemental budgets, which may include noticing and public hearings. The Budget Committee is not convened for this process.

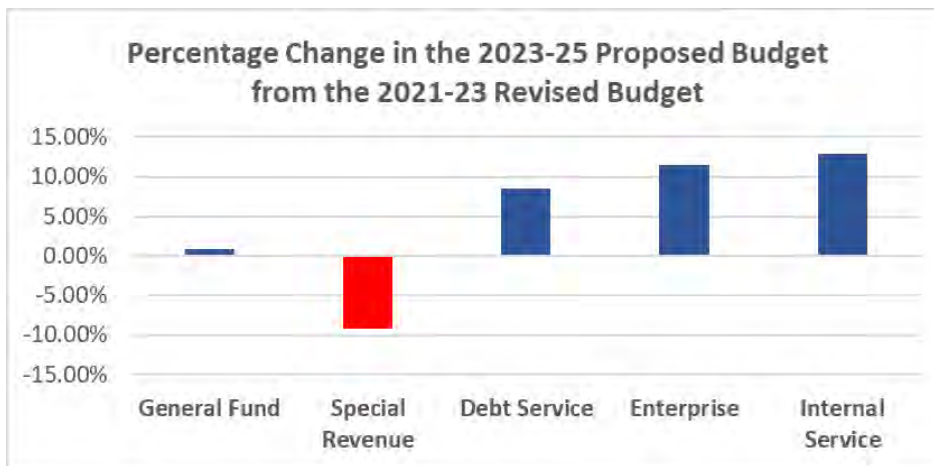


# EXECUTIVE SUMMARY

The Executive Summary outlines the 2023-25 biennial budget by functional unit as compared to the previous biennium. It also tracks any changes made during the budget process to the proposed and/or approved budget, prior to adoption.

## Fund Type Summary as Proposed by the City Manager for the 2023-25 Biennium

	2021-23		2023-25			% Over (under)	
Fund Type	Adopted Budget	Revised Budget	Proposed Budget	Approved Budget	Adopted Budget	Revised Budget	Percent of Total Budget
General Fund	18,289,400	18,917,100	19,087,100			0.90%	24.99%
Special Revenue	16,186,900	16,806,100	15,272,900			-9.12%	20.00%
Debt Service	3,492,800	3,498,500	3,797,600			8.55%	4.97%
Enterprise	30,047,200	30,373,400	33,846,600			11.44%	44.32%
Internal Service	3,863,800	3,863,800	4,362,800			12.91%	5.71%
Totals, All Fund Types	71,880,100	73,458,900	76,367,000	-	-	3.96%	100.00%



**Approved Budget  
for the 2023-25 Biennium**

**Comparison of 2023-25 Revised Budget to 2023-25 Approved Budget  
and Percent of Total Budget by Fund**



**Adopted Budget  
for the 2023-25 Biennium**

**Comparison of 2023-25 Revised Budget to 2023-25 Adopted Budget  
and Percent of Total Budget by Fund**



# CONSOLIDATED 2023-25 BIENNIAL BUDGET SUMMARY

City-Wide Financial Schedules							
Biennium Ended June 30, 2021 through June 30, 2025							
	2019-21 Adj Budget	2019-21 Actual	2021-23 Adj Budget	2021-23 YTD	2023-24 Budget	2024-25 Budget	2024-25 Biennium
<b>Resources</b>							
Taxes	6,537,700	6,596,337	6,913,100	6,973,926	3,717,600	3,858,300	7,575,900
Intergovernmental	4,725,900	4,324,356	19,175,500	8,641,200	5,271,200	4,068,000	9,339,200
Franchise fees	2,466,800	2,376,252	2,334,300	1,973,344	1,221,200	1,201,500	2,422,700
Licenses and permits	549,900	612,636	376,000	795,247	468,300	497,200	965,500
Charges for services	20,759,000	21,482,275	22,766,500	19,620,091	12,472,100	13,052,800	25,524,900
Miscellaneous	1,150,500	1,172,426	1,071,100	1,418,226	477,900	488,800	966,700
Transfers	4,845,000	4,540,273	4,090,600	2,924,541	2,314,300	2,525,500	4,839,800
Debt proceeds	8,300,000	-	10,055,000	-	3,500,000	2,855,000	6,355,000
<b>Total resources</b>	<b>49,334,800</b>	<b>41,104,554</b>	<b>66,782,100</b>	<b>42,346,576</b>	<b>29,442,600</b>	<b>28,547,100</b>	<b>57,989,700</b>
<b>Expenditures</b>							
Personnel	11,786,000	12,112,593	14,970,600	12,044,337	8,016,400	8,564,000	16,580,400
Materials and services	12,840,100	13,212,006	19,817,300	15,295,107	9,774,200	9,970,100	19,744,300
Capital outlay	14,258,700	6,827,009	21,725,400	6,933,111	12,624,400	9,184,000	21,808,400
Transfers	5,612,400	5,389,344	4,109,500	3,435,768	2,314,300	2,525,500	4,839,800
Debt service	5,332,800	5,206,582	4,583,300	2,968,916	2,945,500	2,973,700	5,919,200
<b>Total expenditures</b>	<b>49,830,000</b>	<b>42,747,534</b>	<b>65,206,100</b>	<b>40,677,238</b>	<b>35,674,800</b>	<b>33,217,300</b>	<b>68,892,100</b>
<b>Resources over (under) expenditures</b>	<b>(495,200)</b>	<b>(1,642,979)</b>	<b>1,576,000</b>	<b>1,669,338</b>	<b>(6,232,200)</b>	<b>(4,670,200)</b>	<b>(10,902,400)</b>
<b>Beginning fund balance</b>	<b>6,835,900</b>	<b>7,104,986</b>	<b>6,676,800</b>	<b>5,462,007</b>	<b>18,377,300</b>	<b>12,145,100</b>	<b>18,377,300</b>
<b>Ending fund balance</b>	<b>6,340,700</b>	<b>5,462,007</b>	<b>8,252,800</b>	<b>7,131,345</b>	<b>12,145,100</b>	<b>7,474,900</b>	<b>7,474,900</b>

CONSOLIDATED 2023-25 BIENNIAL BUDGET SUMMARY

# Consolidated 2023-25 Biennium Budget

## Resources

Fund	Resources										
	Beginning Fund Balance	Taxes	Intergovernmental	Franchise Fees	Licenses and Permits	Charges for Services	Misc.	Transfers	Debt Proceeds	Total Current Year Resources	Total Resources
General	3,275,000	6,403,000	1,633,100	2,205,700	184,500	4,257,500	518,300	-	610,000	15,812,100	19,087,100
Street	169,100	-	2,521,600	217,000	-	1,039,300	14,000	100,000	4,500,000	8,391,900	8,561,000
Street SDC	107,100	-	-	-	-	40,000	2,000	-	-	42,000	149,100
9-1-1 Services	580,600	-	510,000	-	-	299,900	3,000	1,181,200	-	1,994,100	2,574,700
Lodging Tax	24,400	1,172,900	-	-	-	-	1,000	-	-	1,173,900	1,198,300
ARPA	566,900	-	-	-	-	-	4,000	-	-	4,000	570,900
Building	-	-	-	-	781,000	-	24,000	88,800	-	893,800	893,800
Events Center	352,700	-	305,000	-	-	1,315,200	85,000	697,800	825,000	3,228,000	3,580,700
Water	3,539,900	-	-	-	-	4,878,000	19,400	350,000	-	5,247,400	8,787,300
Water SDC	230,600	-	-	-	-	200,000	6,000	-	-	206,000	436,600
Wastewater	5,915,600	-	700,000	-	-	7,986,600	26,000	400,000	-	9,112,600	15,028,200
Wastewater SDC	428,200	-	-	-	-	200,000	8,000	-	-	208,000	636,200
Stormwater	1,297,400	-	800,000	-	-	1,270,000	21,400	100,000	420,000	2,611,400	3,908,800
Stormwater SDC	148,300	-	-	-	-	100,000	4,000	-	-	104,000	252,300
Airport	308,900	-	1,789,000	-	-	321,100	122,600	-	-	2,232,700	2,541,600
Public Works Administration	741,500	-	-	-	-	3,617,300	4,000	-	-	3,621,300	4,362,800
Debt Service	691,100	-	1,079,500	-	-	-	105,000	1,922,000	-	3,106,500	3,797,600
<b>Totals</b>	<b>18,377,300</b>	<b>7,575,900</b>	<b>9,338,200</b>	<b>2,422,700</b>	<b>965,500</b>	<b>25,524,900</b>	<b>967,700</b>	<b>4,839,800</b>	<b>6,355,000</b>	<b>57,989,700</b>	<b>76,367,000</b>

## Expenditures and Ending Fund Balance

Fund	Expenditures						Ending Fund Balance	Total Expenditures and Ending Balance
	Personnel	Materials and Services	Capital Outlay	Debt Service	Transfers	Total Expenditures		
General	9,547,200	5,491,300	1,417,500	-	1,392,300	17,848,300	1,238,800	19,087,100
Street	133,700	1,588,200	5,425,000	-	1,279,800	8,426,700	134,300	8,561,000
Street SDC	-	400	-	-	100,000	100,400	48,700	149,100
9-1-1 Services	1,604,200	435,400	90,000	-	-	2,129,600	445,100	2,574,700
Lodging Tax	-	470,000	-	-	697,800	1,167,800	30,500	1,198,300
ARPA	-	-	570,900	-	-	570,900	-	570,900
Building	162,600	656,500	-	-	-	819,100	74,700	893,800
Events Center	800,200	1,683,800	825,000	-	-	3,309,000	271,700	3,580,700
Water	928,400	3,031,100	2,995,000	834,100	-	7,788,600	998,700	8,787,300
Water SDC	-	400	-	-	350,000	350,400	86,200	436,600
Wastewater	1,068,500	4,019,700	5,805,000	1,714,700	-	12,607,900	2,420,300	15,028,200
Wastewater SDC	-	800	-	-	400,000	400,800	235,400	636,200
Stormwater	520,500	702,700	2,070,000	143,000	-	3,436,200	472,600	3,908,800
Stormwater SDC	-	600	-	-	100,000	100,600	151,700	252,300
Airport	-	538,200	1,800,000	-	-	2,338,200	203,400	2,541,600
Public Works Administration	1,815,100	1,124,600	810,000	-	519,900	4,269,600	93,200	4,362,800
Debt Service	-	600	-	3,227,400	-	3,228,000	569,600	3,797,600
<b>Totals</b>	<b>16,580,400</b>	<b>19,744,300</b>	<b>21,808,400</b>	<b>5,919,200</b>	<b>4,839,800</b>	<b>68,892,100</b>	<b>7,474,900</b>	<b>76,367,000</b>

CONSOLIDATED 2023-25 BIENNIAL BUDGET SUMMARY

# Consolidated Budget — Fiscal Year 2023-24 Allocation

## Resources

Fund	Resources									Total Current Year Resources	Total Resources
	Beginning Fund Balance	Taxes	Intergovernmental	Franchise Fees	Licenses and Permits	Charges for Services	Misc.	Transfers	Debt Proceeds		
General	3,275,000	3,139,800	951,500	1,113,200	91,300	2,065,500	253,800	-	-	7,615,100	10,890,100
Street	169,100	-	1,008,300	108,000	-	507,000	7,000	50,000	3,500,000	5,180,300	5,349,400
Street SDC	107,100	-	-	-	-	20,000	1,000	-	-	21,000	128,100
9-1-1 Services	580,600	-	253,100	-	-	149,900	1,500	590,600	-	995,100	1,575,700
Lodging Tax	24,400	577,800	500	-	-	-	-	-	-	578,300	602,700
ARPA	566,900	-	-	-	-	-	2,000	-	-	2,000	568,900
Building	-	-	-	-	377,000	-	12,000	50,000	-	439,000	439,000
Events Center	352,700	-	150,000	-	-	625,000	41,500	343,700	-	1,160,200	1,512,900
Water	3,539,900	-	-	-	-	2,381,000	9,600	200,000	-	2,590,600	6,130,500
Water SDC	230,600	-	-	-	-	100,000	3,000	-	-	103,000	333,600
Wastewater	5,915,600	-	400,000	-	-	3,906,800	13,000	200,000	-	4,519,800	10,435,400
Wastewater SDC	428,200	-	-	-	-	100,000	4,000	-	-	104,000	532,200
Stormwater	1,297,400	-	800,000	-	-	620,000	10,700	50,000	-	1,480,700	2,778,100
Stormwater SDC	148,300	-	-	-	-	50,000	2,000	-	-	52,000	200,300
Airport	308,900	-	1,089,000	-	-	141,400	61,300	-	-	1,291,700	1,600,600
Public Works Administration	741,500	-	-	-	-	1,805,500	2,000	-	-	1,807,500	2,549,000
Debt Service	691,100	-	618,800	-	-	-	53,500	830,000	-	1,502,300	2,193,400
<b>Totals</b>	<b>18,377,300</b>	<b>3,717,600</b>	<b>5,271,200</b>	<b>1,221,200</b>	<b>468,300</b>	<b>12,472,100</b>	<b>477,900</b>	<b>2,314,300</b>	<b>3,500,000</b>	<b>29,442,600</b>	<b>47,819,900</b>

## Expenditures and Ending Fund Balance

Fund	Expenditures						Ending Fund Balance	Total Expenditures and Ending Balance
	Personnel	Materials and Services	Capital Outlay	Debt Service	Transfers	Total Expenditures		
General	4,590,100	2,768,200	877,500	-	702,300	8,938,100	1,952,000	10,890,100
Street	65,500	779,900	2,370,000	-	508,300	3,723,700	1,625,700	5,349,400
Street SDC	-	200	-	-	50,000	50,200	77,900	128,100
9-1-1 Services	783,400	214,300	15,000	-	-	1,012,700	563,000	1,575,700
Lodging Tax	-	231,600	-	-	343,700	575,300	27,400	602,700
ARPA	-	-	566,900	-	-	566,900	2,000	568,900
Building	79,300	314,300	-	-	-	393,600	45,400	439,000
Events Center	390,300	824,600	200,000	-	-	1,414,900	98,000	1,512,900
Water	454,000	1,485,900	1,630,000	416,500	-	3,986,400	2,144,100	6,130,500
Water SDC	-	200	-	-	200,000	200,200	133,400	333,600
Wastewater	519,700	1,971,400	3,505,000	896,200	-	6,892,300	3,543,100	10,435,400
Wastewater SDC	-	400	-	-	200,000	200,400	331,800	532,200
Stormwater	253,900	339,800	1,570,000	71,900	-	2,235,600	542,500	2,778,100
Stormwater SDC	-	300	-	-	50,000	50,300	150,000	200,300
Airport	-	299,100	1,100,000	-	-	1,399,100	201,500	1,600,600
Public Works Administration	880,200	543,700	790,000	-	260,000	2,473,900	75,100	2,549,000
Debt Service	-	300	-	1,560,900	-	1,561,200	632,200	2,193,400
<b>Totals</b>	<b>8,016,400</b>	<b>9,774,200</b>	<b>12,624,400</b>	<b>2,945,500</b>	<b>2,314,300</b>	<b>35,674,800</b>	<b>12,145,100</b>	<b>47,819,900</b>

CONSOLIDATED 2021-23 BIENNIAL BUDGET SUMMARY

# Consolidated Budget — Fiscal Year 2024-25 Allocation

## Resources

Fund	Beginning Fund Balance	Resources							Debt Proceeds	Total Current Year Resources	Total Resources
		Taxes	Intergovernmental	Franchise Fees	Licenses and Permits	Charges for Services	Misc.	Transfers			
General	1,952,000	3,263,200	681,600	1,092,500	93,200	2,192,000	264,500	-	610,000	8,197,000	10,149,000
Street	1,625,700	-	1,513,300	109,000	-	532,300	7,000	50,000	1,000,000	3,211,600	4,837,300
Street SDC	77,900	-	-	-	-	20,000	1,000	-	-	21,000	98,900
9-1-1 Services	563,000	-	256,900	-	-	150,000	1,500	590,600	-	999,000	1,562,000
Lodging Tax	27,400	595,100	500	-	-	-	-	-	-	595,600	623,000
ARPA	2,000	-	-	-	-	-	2,000	-	-	2,000	4,000
Building	45,400	-	-	-	404,000	-	12,000	38,800	-	454,800	500,200
Events Center	98,000	-	155,000	-	-	690,200	43,500	354,100	825,000	2,067,800	2,165,800
Water	2,144,100	-	-	-	-	2,497,000	9,800	150,000	-	2,656,800	4,800,900
Water SDC	133,400	-	-	-	-	100,000	3,000	-	-	103,000	236,400
Wastewater	3,543,100	-	300,000	-	-	4,079,800	13,000	200,000	-	4,592,800	8,135,900
Wastewater SDC	331,800	-	-	-	-	100,000	4,000	-	-	104,000	435,800
Stormwater	542,500	-	-	-	-	650,000	10,700	50,000	420,000	1,130,700	1,673,200
Stormwater SDC	150,000	-	-	-	-	50,000	2,000	-	-	52,000	202,000
Airport	201,500	-	700,000	-	-	179,700	61,300	-	-	941,000	1,142,500
Public Works Administration	75,100	-	-	-	-	1,811,800	2,000	-	-	1,813,800	1,888,900
Debt Service	632,200	-	460,700	-	-	-	51,500	1,092,000	-	1,604,200	2,236,400
<b>Totals</b>	<b>12,145,100</b>	<b>3,858,300</b>	<b>4,068,000</b>	<b>1,201,500</b>	<b>497,200</b>	<b>13,052,800</b>	<b>488,800</b>	<b>2,525,500</b>	<b>2,855,000</b>	<b>28,547,100</b>	<b>40,692,200</b>

## Expenditures and Ending Fund Balance

Fund	Personnel	Expenditures					Total Expenditures	Ending Fund Balance	Total Expenditures and Ending Balance
		Materials and Services	Capital Outlay	Debt Service	Transfers	Total Expenditures			
General	4,957,100	2,723,100	540,000	-	690,000	8,910,200	1,238,800	10,149,000	
Street	68,200	808,300	3,055,000	-	771,500	4,703,000	134,300	4,837,300	
Street SDC	-	200	-	-	50,000	50,200	48,700	98,900	
9-1-1 Services	820,800	221,100	75,000	-	-	1,116,900	445,100	1,562,000	
Lodging Tax	-	238,400	-	-	354,100	592,500	30,500	623,000	
ARPA	-	-	4,000	-	-	4,000	-	4,000	
Building	83,300	342,200	-	-	-	425,500	74,700	500,200	
Events Center	409,900	859,200	625,000	-	-	1,894,100	271,700	2,165,800	
Water	474,400	1,545,200	1,365,000	417,600	-	3,802,200	998,700	4,800,900	
Water SDC	-	200	-	-	150,000	150,200	86,200	236,400	
Wastewater	548,800	2,048,300	2,300,000	818,500	-	5,715,600	2,420,300	8,135,900	
Wastewater SDC	-	400	-	-	200,000	200,400	235,400	435,800	
Stormwater	266,600	362,900	500,000	71,100	-	1,200,600	472,600	1,673,200	
Stormwater SDC	-	300	-	-	50,000	50,300	151,700	202,000	
Airport	-	239,100	700,000	-	-	939,100	203,400	1,142,500	
Public Works Administration	934,900	580,900	20,000	-	259,900	1,795,700	93,200	1,888,900	
Debt Service	-	300	-	1,666,500	-	1,666,800	569,600	2,236,400	
<b>Totals</b>	<b>8,564,000</b>	<b>9,970,100</b>	<b>9,184,000</b>	<b>2,973,700</b>	<b>2,525,500</b>	<b>33,217,300</b>	<b>7,474,900</b>	<b>40,692,200</b>	

# GENERAL FUND

The General Fund accounts for the City's public safety, parks, community development, code enforcement, administration, administrative services, municipal court, City Hall facility operations, and discretionary non-departmental activities.

The primary revenue sources include property taxes, intergovernmental such as state shared revenues, cigarette and liquor taxes, various grants, franchise fees, license and permits, charges for services, transfers from other funds for administrative services benefitting those funds, and miscellaneous.

## FY 2023-25 Budget Highlights

- ◆ The General Fund is projected to have an ending fund balance of \$1.2 million as of June 30, 2025.
- ◆ Property values are predicted to continue to trend upward, resulting in stabilization and growth in property tax revenue.
- ◆ Continuing investments in technology to improve efficiencies and effectiveness.
- ◆ Projected year-end fund balance meets fund policy requirements and is sustainable.

*City Hall maintenance remains in Public Works Administration. The City Hall program is shown for historical purposes only.*



## Changes from Previous Biennium

- ❑ The City Council has two new Councilor and a new Mayor that all began January 2023.
- ❑ Capital in Information Technology includes the replacement of the City's Enterprise Resource Planning (ERP) from Caselle to Tyler.
- ❑ Materials and Services in Economic Development includes the remaining \$100,000 cost (of the original \$400,000) as a pass-through grant to the Regional Housing and Rehabilitation Program (RHRP) for the management of a Community Development Block Grant (CDBG) rehab housing project.
- ❑ Parks operations and capital investments are only possible with Council policy support to fund with discretionary dollars. Currently the City does not have a dedicated parks fee or designated source of revenue.
- ❑ Community Development decreased due to moving the Building Program to the newly created Building Fund.
- ❑ Transfers have increased due to the subsidization of the Building Fund.

## GENERAL FUND

### Revenue

#### Property Taxes

The 2023-24 property tax levy is projected to increase approximately four and a half percent (4.5%) to \$3.08 million compared to the fiscal year 2022-23 levy of \$2.94 million. The levy for fiscal year 2024-25 is projected to increase four percent (4%), to \$3.2 million. The City's maximum property tax rate is \$2.8610 per \$1,000 in assessed value.

#### Intergovernmental

In total, the intergovernmental revenues have reduced slightly by 4.6% as both the COPS (Community Orientated Policing Services) SRO (School Resource Officer) Grant and CDBG (Community Development Block Grant) Housing Rehabilitation Grant will both be closed out at the end of the 2023 calendar year.

Revenue from continuing sources, such as liquor taxes and state share revenue are projected to increase slightly. Cigarette tax is continuing to decrease with usage declines. Estimated revenue from the local marijuana tax (3.0%) and allocation of the State Marijuana Tax totals \$280,100 for the biennium with the majority of tax local. State Shared Revenue, Liquor Tax, and Cigarette tax are estimated to be \$694,500 for the biennium, an increase from the 2021-23 biennium.

#### Franchise Fees

Revenue from franchise fees in fiscal year 2023-24 are projected to increase slightly from the current year budgeted amounts, and one percent (1%) more than the current year estimate. Growth in electricity and cable usage, as well as the City's adopted telecommunications franchise ordinance and backhaul provider ordinance continues to be stable.



#### Licenses and Permits

Revenue from licenses and permits have reduced by 50% as permit fee revenue related to the Building Program will now be reported in the newly created Building Fund instead of the Community Development in the General Fund. History will continue to be shown in the General Fund for the years in which they were earned.

#### Charges for Services

Contracted police services, administrative charges to departments, and administrative support services provided to the Florence Urban Renewal Agency (FURA) are the primary charges for services.



#### Miscellaneous

Fines and forfeitures are the primary revenue source in this category, estimated at \$300,000 for the 2023-25 biennium (57.9% of total). Other revenue includes interest earnings (\$120,000) and rental of various City owned land parcels. Interest income has grown as inflation has raised amounts earned on City deposits.

#### Transfers

There are no anticipated revenue transfers into the General Fund for the biennium.



## GENERAL FUND

### Debt Proceeds

The City expects to borrow \$610,000 to fund Parks and IT System improvements.

### Expenditures

Total operating expenditures consisting of personnel and materials and services expenditures for the fiscal biennium 2023-25 are \$15 million (previous biennium was \$14.1 million). The primary driver of the 6% increase is due to personnel costs related to PERS, health insurance, and merit and COLA increases to pay.

Capital Outlay spending in this fiscal biennium 2023-25 is budgeted at \$1.4 million (for comparison it previously was \$711,000). Projects include \$135,500 for an accounting enterprise reporting program (ERP software) implementation, \$1 million in park improvements, and \$260,000 for three new patrol vehicles, one of which is a carryover item from the previous biennium that is expected to be delivered by end of the 2023 calendar year.

Debt service is projected to increase slightly from the previous biennium. \$610,000 in new debt has been proposed to fund Parks and IT system improvements.

Lastly, transfers are \$1.4 million for the 2023-25 biennium (previous biennium transfers were \$1.2 million). Transfer expenditures consist of the amount needed to serve debt related to the General Fund, expenses related to the emergency communications services accounted for in the 9-1-1 Services Fund, and new this budget, transfers out include amounts necessary to subsidize the Building Fund for operations.

### Other Requirements

The budget includes a contingency that equals approximately eight percent (8.2%) of budgeted operating expenditures for the biennium. The projected ending fund balance at the end of the 2023-25 biennium is \$1.24 million. This exceeds the required minimum fund balance by \$66,000.



GENERAL FUND  
**GENERAL FUND SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
<b>Beginning Fund Balance</b>	1,854,115	2,109,821	2,875,800	2,548,116	3,275,000		
<b>Current year resources</b>							
Property taxes	5,150,096	5,504,995	5,881,500	5,912,469	6,403,000		
Intergovernmental	1,057,788	1,325,062	1,711,600	1,871,780	1,633,100		
Franchise fees	2,043,534	2,178,033	2,146,300	1,768,700	2,205,700		
Licenses and permits	539,817	612,635	376,000	795,247	184,500		
Charges for services	968,118	4,030,151	4,093,400	3,387,192	4,257,500		
Miscellaneous	586,026	549,543	499,800	406,351	518,300		
Transfers	2,172,700	275,000	-	-	-		
Loan proceeds	4,295,000	-	705,000	-	610,000		
<b>Total current year resources</b>	<b>16,813,078</b>	<b>14,475,419</b>	<b>15,413,600</b>	<b>14,141,740</b>	<b>15,812,100</b>		
<b>Total resources</b>	<b>18,667,193</b>	<b>16,585,239</b>	<b>18,289,400</b>	<b>16,689,856</b>	<b>19,087,100</b>		
<b>Expenditures</b>							
Public Safety	4,291,778	4,635,962	5,240,600	4,400,107	5,752,700		
Community Development	1,506,683	1,681,277	2,003,400	1,698,309	1,391,600		
Parks	294,110	512,094	696,500	590,295	993,100		
Municipal Court	528,706	583,167	673,800	509,985	793,300		
Administration	1,446,233	1,650,714	2,550,900	1,749,707	2,934,500		
Administrative Services	1,455,823	2,114,501	2,691,600	2,376,537	2,842,600		
Non-departmental	734,853	260,690	246,800	250,810	330,700		
City Hall	194,998	-	-	-	-		
<b>Operating expenditures</b>	<b>10,453,185</b>	<b>11,438,405</b>	<b>14,103,600</b>	<b>11,575,751</b>	<b>15,038,500</b>		
<b>Capital outlay</b>							
Public Safety	455,336	96,932	140,000	73,455	260,000		
Community Development	29,400	-	-	-	-		
Parks	120,697	285,299	528,000	57,501	1,022,000		
Administration	-	-	10,000	-	-		
Administrative Services	179,300	111,800	40,000	105,928	135,500		
Non-departmental	-	10,600	250,000	2,996	-		
City Hall	3,162,755	-	-	-	-		
<b>Capital outlay</b>	<b>3,947,488</b>	<b>504,631</b>	<b>968,000</b>	<b>239,879</b>	<b>1,417,500</b>		
<b>Debt Service</b>							
Public Safety	30,656	-	-	-	-		
Parks	7,684	-	-	-	-		
Administration	30,216	-	-	-	-		
Non-departmental	477,043	-	-	-	-		
City Hall	308,200	-	-	-	-		
<b>Debt Service</b>	<b>853,798</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Transfers</b>							
Public Safety	1,087,100	-	-	-	-		
Parks	100,800	-	-	-	-		
Non-departmental	115,000	2,094,087	1,215,100	1,055,893	1,392,300		
<b>Transfers</b>	<b>1,302,900</b>	<b>2,094,087</b>	<b>1,215,100</b>	<b>1,055,893</b>	<b>1,392,300</b>		
<b>Total expenditures</b>	<b>16,557,372</b>	<b>14,037,124</b>	<b>16,286,700</b>	<b>12,871,524</b>	<b>17,848,300</b>		
<b>Other requirements</b>							
Contingency	-	-	2,002,700	-	1,238,800		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>2,002,700</b>	<b>-</b>	<b>1,238,800</b>		
<b>Total expenditures and other requirements</b>	<b>16,557,372</b>	<b>14,037,124</b>	<b>18,289,400</b>	<b>12,871,524</b>	<b>19,087,100</b>		

GENERAL FUND

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	255,707	438,295	(873,100)	1,270,216	(2,036,200)		
Beginning fund balance	1,854,115	2,109,821	2,875,800	2,548,116	3,275,000		
Ending fund balance	2,109,821	2,548,116	2,002,700	3,818,332	1,238,800		
<b>Fund Balance Analysis</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Revenue	16,813,078	14,475,419	15,413,600	14,141,740	15,812,100		
Less:							
Property taxes	5,150,096	5,504,995	5,881,500	5,912,469	6,403,000		
Net revenue	11,662,982	8,970,424	9,532,100	8,229,271	9,409,100		
Monthly	485,958	373,768	397,171	342,886	392,046		
Expenditures	10,453,185	11,438,405	14,103,600	11,575,751	15,038,500		
Monthly	435,549	476,600	587,650	482,323	626,604		
Monthly burn rate	(50,408)	102,833	190,479	139,437	234,558		
Minimum fund balance - Five months	-	514,163	952,396	697,184	1,172,792		
Fund balance	2,109,821	2,548,116	2,002,700	3,818,332	1,238,800		
Fund balance over/(under) minimum	2,109,821	2,033,953	1,050,304	3,121,149	66,008		
	Y	Y	Y	Y	Y		



# PUBLIC SAFETY

The Florence Police Department has three primary functions: Patrol, Corrections, and Communications, which are supported by an administrative function. The Patrol Division consists of three Sergeants, one Detective, and nine Patrol Officers. The School Resource Officer (SRO) is funded in partnership with costs partially offset by funding from the Siuslaw School District and a federal grant. The Corrections Division has one Corrections Officer, with Patrol also performing corrections duties. The jail was upgraded to a “Local Correctional Facility” in 2008, which allows for the detention of inmates for up to one year, and is one of seven municipal jails with this designation within the State of Oregon. The Communications Division is comprised of seven Communications Officers and a Chief Communications Officer, and is accounted for in the 9-1-1 Services Fund. The administration for the Police Department support these divisions and is comprised of an Administrative Assistant, Lieutenant, and Chief of Police.

While the Florence Police Department administratively manages and operates the Western Lane 911 Public Safety Answering Point (PSAP), the budgetary information for that Division is found within the 9-1-1 Services Fund. The Florence Police Department contributes to the 9-1-1 Services Fund as a participating member of the Western Lane PSAP, along with our partner agencies.

## FY 2023-25 Budget Highlights

- ◆ The Police Department is projected to be at full staffing midway through the first fiscal year of the biennium.
- ◆ Updates to patrol vehicle in-car video equipment.
- ◆ Florence Police Association contract negotiations.

## Upcoming Capital Investments

- ◆ Replacement of two patrol vehicles. One is a carryover purchase from the prior year due to supply chain issues related to delivery.



City of Florence, Oregon

## Goals & Work Plan Items Fiscal Biennium 2023-25

- Continue to implement community policing best practices and enhance community policing programs.
  - Develop permanent funding for the SRO.
  - Expand community support through National Night Out and other community events.
  - Continue to host and improve the Florence Police Department Youth Academy.
- Continue to implement proven best practices for public safety agencies regarding homelessness, substance abuse, mental health, and other social concerns and support non-profit and government partners in community driven approaches.
  - Continue de-escalation and Crisis Intervention Training (CIT).
  - Continue to support the partnership with The Western Lane Crisis Response Program (WLCR) and expand the use of the program.
  - Continue to implement best practices to address the needs of vulnerable and underrepresented populations with compassion.
- Improvement of policies and procedures for jail, including implementation and training.
- Evaluate eCitation program and its compatibility with court and police systems.

Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Increase public safety by professionally promoting safety and livability through education and enforcement.	Traffic Citations	663*	639*	1,401	1,400	1,400
	Arrests	735	684	603	650	650
	DUII Arrests	43	43	40	45	50
Professionally manage the City's correctional facility to ensure the health and safety of inmates.	Total Inmates	374**	408	434	457	481
	Average Inmates in Custody per Day	1.0	1.1	1.2	1.25	1.3
	Number of Inmate Transports	80	87	108	108	108

Outcomes of Performance Measures:

**Providing Professional Public Safety** The Florence Police Department Patrol Division, including Detective and School Resources Officer, utilizes best practices and frequent training to ensure that the patrol operations meet a high professional standard. Education and enforcement of laws helps ensure the livability and quality of life that is a priority for the City of Florence.

**Professional Managed Correctional Facility** The City of Florence has operated a "local Correctional Facility" at the Florence Justice Center since 2008, which allows for the detention of inmates for up to one year, and is one of seven municipal jails with this designation within the State of Oregon. The Corrections Division of the Florence Police Department utilizes best practices to professionally manage this facility for inmate, officer, and community safety.

- \* Due to COVID-19 public health restrictions, the State of Oregon DMV enacted a grace period for vehicle registration that incorporated a citation moratorium. Patrol also focused on serious traffic offenses and limited stopping for minor infractions in order to reduce contact. In addition, the Stay Home Save Lives campaign resulted in fewer people out during a large majority of the year. Fewer traffic stops and less activity leads to fewer citations and arrests. This is not anticipated to be an ongoing trend.
- \*\* Due to COVID-19 public health restrictions, the Florence Police Department limited the number of inmates held. In order to protect the health and safety of both staff and inmates, those that required longer stays were transported to Lane County, while those that could be released were released and issued a Court date.



## Noteworthy Accomplishments Fiscal Biennium 2021-23

- ✓ The Police Department established a Drone Program, including the training of Officers as pilots for the program.
- ✓ The School Resources Officer led the Department's creation of a Youth Police Academy.
- ✓ A new hybrid School Resource Officer vehicle was added to the Police Department fleet, replacing the previous vehicle per the rotation program. The new vehicles graphics highlight the partnership with the Siuslaw School District and include a Siuslaw Viking.
- ✓ Development, participation, and support of the Crisis Response Team.
- ✓ Promotion of the Police Commander to Chief of Police.



### Did you know?

*The Florence Police Department Auxiliary program is made up of an average of 7 volunteer members that give over 110 hours each month to the department and community.*

*Some of their duties include house checks, patrolling, jail duties, records filing, and running errands for the department.*

*Our Police Auxiliary manages and coordinates our community's Neighborhood Watch Program.*



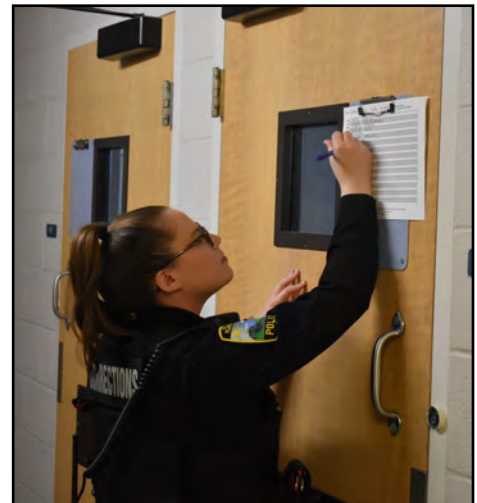
GENERAL FUND | PUBLIC SAFETY  
**PUBLIC SAFETY SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	3,503,999	3,741,908	4,328,400	3,581,292	4,650,400		
Materials and Services	787,779	894,054	912,200	818,816	1,102,300		
<b>Public Safety - operating expenditures</b>	<b>4,291,778</b>	<b>4,635,962</b>	<b>5,240,600</b>	<b>4,400,107</b>	<b>5,752,700</b>		
Capital outlay	455,336	96,932	140,000	73,455	260,000		
Debt service	30,656	-	-	-	-		
Transfers	1,087,100	-	-	-	-		
<b>Public Safety - non-operating expenditures</b>	<b>1,573,092</b>	<b>96,932</b>	<b>140,000</b>	<b>73,455</b>	<b>260,000</b>		
<b>Public Safety Total</b>	<b>5,864,871</b>	<b>4,732,894</b>	<b>5,380,600</b>	<b>4,473,562</b>	<b>6,012,700</b>		

**Staffing:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Chief of Police	1.0	1.0	1.0	1.0	1.0		
Police Commander	1.0	1.0	1.0	1.0	-		
Police Lieutenant	-	-	-	-	1.0		
Sergeants	3.0	3.0	3.0	3.0	3.0		
Police Officers	10.0	10.0	10.0	8.0	10.0		
School Resource Officer	1.0	1.0	1.0	1.0	1.0		
Management Analyst	-	-	-	1.0	1.0		
Office/Administrative Assistant (I, II, III)	1.0	1.0	1.0	-	-		
Corrections Officer	1.0	1.0	1.0	1.0	1.0		
<b>Total FTEs</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>16.0</b>	<b>18.0</b>		





# PARKS

The Florence Parks Department maintains our park and recreation facilities, including the trail network, in a safe and clean manner to support a variety of outdoor recreation opportunities. Without a dedicated funding mechanism, the City's general fund is only been able to support the minimum level of maintenance of our parks. Capital investments and other significant improvements in parks are supported by grant funding and donations.

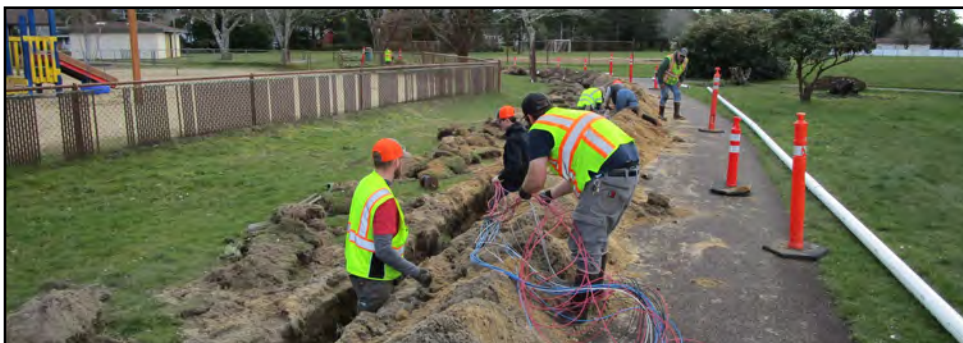
The City has more than 200 acres of parkland at twenty-four sites. Of these, sixteen parks provide recreational amenities such as playgrounds, trails, community gathering areas, and sports fields and other improvements. Of the sixteen parks, five are mini-parks or 'pocket parks'; two are neighborhood parks; eight are special use parks; and one community park.

## FY 2023-25 Budget Highlights

- ◆ Completion of the Miller Park playground rehabilitation project.
- ◆ Expansion of the Rolling Dunes tennis courts to provide dedicated pickleball courts, and replacement of the restrooms and picnic shelter.
- ◆ Replace play structures at Munsel Road Park.
- ◆ Maple Street Plaza restroom and ADA updates.
- ◆ Development of a plan for covered shelter at Singing Pines Dog Park.
- ◆ Development of a plan for expansion of parking and trail extension at Exploding Whale Memorial Park.
- ◆ Trail system improvements, including removal of root heaves and other asphalt repairs.
- ◆ Community outreach and planning for Gallagher Park expansion.
- ◆ Addition of a dedicated Parks position (previously recorded in PW Admin) as a result of staff reorganization after a retirement of a supervisor.

## Goals & Work Plan Items Fiscal Biennium 2023-25

- Replacement of aging play structures.
- Master Plan for the conversion of Old Public Works into the Gallagher's Park expansion.
- Improve parks, trails, and walkability.
- Complete Park Master Plan Update.
- Completion of Disc Golf Course in Munsel Greenway Park, including the land use process.
- Design and implement Maple Street restroom remodel and upgrades for ADA.
- Construction of new restroom facility at west end of Bay Street.
- Park updates, including play structure equipment replacement and court expansions.
- Construction of the Siuslaw Estuary Trail – Hwy 126 to Port of Siuslaw property.
- Support Community group grants to improve or create new parks.



## Upcoming Capital Investments

- ◆ Capital equipment replacements.
- ◆ Play structure replacements and enhancement at Miller Park and Munsel Road Park.
- ◆ Maple Street Plaza updates.
- ◆ Rolling Dunes tennis and pickleball court updates, and picnic shelter and restroom updates.
- ◆ Exploding Whale Memorial Park parking expansion and western access trail.



## Noteworthy Accomplishments Fiscal Biennium 2021-23

- ✓ Successfully obtained LGGP grant to help fund Miller Park Playground Rehabilitation project.
- ✓ Conducted public outreach related to the updates to the Miller Park Playground Rehabilitation project to gather community input in the design.
- ✓ Successfully obtained a LWCF grant to fund the Rolling Dunes tennis courts, including the replacement of the restroom facility and picnic shelter.
- ✓ Replaced the 1984 Ford tractor with a new Kubota LX3310 tractor with backhoe attachment.
- ✓ Continued to maintain public restroom facilities at a high standard as an outcome of our response to the COVID-19 pandemic.

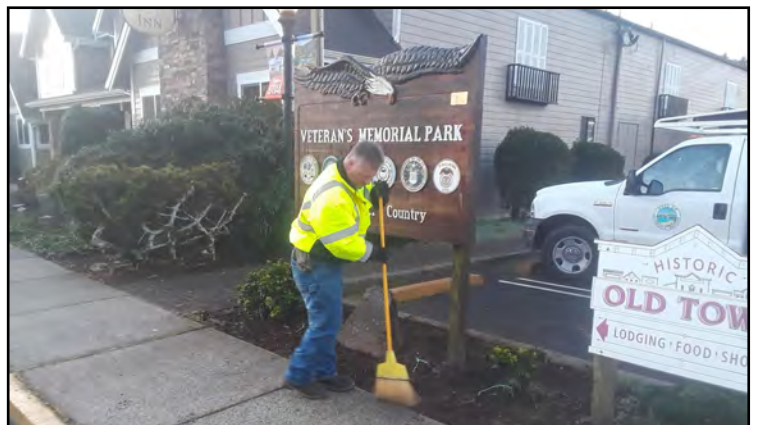
Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Support and maintain parks and natural areas, and provided public facilities that enhance the quality of life for all residents of Florence.	Acres of Park Land	202	202	202	202	202
	Developed Park Acres	57.57	57.57	57.57	57.57	57.57
	Acres of Turf to Mow	12.7	12.7	12.7	12.7	12.7
	Irrigation Systems Maintained	50	53	54	54	54
	Active Parks Maintained	15	15	15	15	15
	Miles of Trails Maintained	4.91	4.91	4.91	5.41	5.5
Maintain volunteer and community support for the parks system.	Number of Parks Volunteer Groups	5*	6	6	7	8
	Park Volunteer Hours	298	298	256	300	300
	Total Parks Volunteers	32	32	25	80	100

Outcomes of Performance Measures:

<b>Efficient and Effective Management</b>	Utilizing established and proven maintenance standards and construction practices, the City of Florence is able to provide efficient and effective methods for maintaining the parks programs.
<b>Volunteer and Community Support</b>	Through ongoing outreach programs, volunteer efforts, and communication with the public, the City is able to provide high quality parks that increased quality of life in Florence and promote active lifestyles.

\* Volunteer efforts have not returned to pre-pandemic levels. There is still a reduction in volunteers helping to maintain parks such as Gallagher Park, Rolling Dunes, Singing Pines, and Miller Park. Park volunteers provide litter pick-up; pruning and care of the rhododendrons, azaleas, and other planter beds at Gallagher Park; spreading bark dust and weeding at Rolling Dunes; and helping with major projects through the adopt a park program.



**PARKS SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	103,373	152,928	162,100	157,346	310,100		
Materials and Services	190,737	359,166	534,400	432,949	683,000		
<b>Parks - operating expenditures</b>	<b>294,110</b>	<b>512,094</b>	<b>696,500</b>	<b>590,295</b>	<b>993,100</b>		
Capital outlay	120,697	285,299	528,000	57,501	1,022,000		
Debt service	7,684	-	-	-	-		
Transfers	100,800	-	-	-	-		
<b>Parks - non-operating expenditures</b>	<b>229,181</b>	<b>285,299</b>	<b>528,000</b>	<b>57,501</b>	<b>1,022,000</b>		
<b>Parks Total</b>	<b>523,292</b>	<b>797,393</b>	<b>1,224,500</b>	<b>647,796</b>	<b>2,015,100</b>		

**Staffing:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Facilities Maintenance Worker (Parks) (I, II, Lead)	1.0	1.0	1.0	2.0	2.0		
<b>Total FTEs</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>2.0</b>	<b>2.0</b>	-	-



**Did you know?**

*Florence is committed to making its parks accessible to everyone. The new playground equipment at Miller Park (completion scheduled for August 2023) will be Florence’s first fully inclusive and accessible playground that will utilize pour-in-place rubber surfacing for the fall areas of the play structure and walking path from the play structure to the existing sidewalk near the picnic shelter so that children of all abilities can engage and play in the playground.*



# COMMUNITY DEVELOPMENT

The Community Development Department administers and manages land use planning, building inspection services, and city code enforcement supporting safe home, work and recreation environments and improving community and neighborhood livability. The Community Development Department has three primary divisions: Planning, Building, and Code Enforcement. In addition to the primary responsibilities, the department takes the lead and/or supports several other programs including solid waste, transit, housing and economic development, and floodplain and emergency management.

In the fiscal biennium 2024-2025, the Building Division budget was moved to its own fund to meet state requirements and better track costs and revenues associated with operating the program. Community Development Department budget also includes separated division budgets for Planning and Code Enforcement. The details and financial summaries for each Division are outlined in the following pages and within the Building Fund pages.



## COMMUNITY DEVELOPMENT SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Planning	1,060,336	853,869	1,150,500	799,172	1,174,400		
Building	446,347	674,409	655,600	716,416	-		
Code Enforcement	-	153,000	197,300	182,721	217,200		
<b>Community Development - operating expenditures</b>	<b>1,506,683</b>	<b>1,681,277</b>	<b>2,003,400</b>	<b>1,698,309</b>	<b>1,391,600</b>		
Capital outlay	29,400	-	-	-	-		
<b>Community Development - non-operating expenditures</b>	<b>29,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Community Development Total</b>	<b>1,536,083</b>	<b>1,681,277</b>	<b>2,003,400</b>	<b>1,698,309</b>	<b>1,391,600</b>		

### Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Building	1.0	1.0	1.0	1.0	-		
Code Enforcement	1.0	1.0	1.0	1.0	1.0		
Planning	4.0	4.0	4.0	3.0	4.0		
<b>Total FTEs</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>5.0</b>	<b>5.0</b>		



# COMMUNITY DEVELOPMENT: PLANNING

The Planning Division of the Community Development Department is responsible for administering all current and long-range land use related planning functions of the City, processing applications for development, changes of use, annexation, right-of-way vacation, reimbursement district creation, and zoning and comprehensive plan amendments. This work takes place at the staff, Planning Commission, and the City Council levels.

In addition to land use functions, Planning staff is the administration lead for floodplain management, transit, and solid waste management programs. Floodplain Management includes reviewing flood plain elevation certificates, processing flood plain permits and associated forms and creating a public education program. Transit functions include staffing the Transportation Committee, updating contracts, coordinating ridership and promotion efforts. In support of solid waste management, staff works with the Environmental Management Advisory Committee to coordinate solid waste rate reviews with solid waste service providers and consultants to evaluate service costs and calculate associated collection rates for Council review. Planning staff and EMAC also create and support solid waste reduction education and events to ensure that the City meets the DEQ's Opportunity to Recycle Requirements. Staff also represent the City of Florence on the Florence Area Community Coalition, Siuslaw Watershed Council, Lane County Bicycle Master Plan Committee, Lane Council of Government Transit Master Plan Committee, Lane County Solid Waste Stakeholder Committee, and the Lane County Community Health Plan's Evaluation and Development Tracking Team.

## FY 2023-25 Budget Highlights

- ◆ Design and implement applicant education, staff operation and communication standards, and application submittal and tracking system for the life cycle of the development process.
- ◆ Completion of the Transportation Systems Plan (TSP) Update process.
- ◆ Implementation of the Housing Implementation Plan (HIP) recommendations.

## Upcoming Major Projects

- ◆ Short Term Rental Program and zoning code implementation.
- ◆ Park Master Plan update.



City of Florence, Oregon

## Goals & Work Plan Items Fiscal Biennium 2023-25

- Perform general housekeeping updates to Titles 10 and 11, including residential housing code updates.
- Work with State of Oregon to identify and pursue a path to update the Florence Realization 2020 Comprehensive Plan
- Continue to work on the Transportation System Plan update.
- Identify and create industrial building architectural standards.
- Update the Stormwater Design Manual
- Design and implement applicant education, staff operation and communication standards, and application submittal and tracking system for the life cycle of the development process.
- Design and implement community education and outreach program on planning topics.
- Review commercial districts use codes for opportunities to improve readability and use
- Land Use updates need as a result of State legislative requirements.

**Performance Measures:**

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
<b>Provide professional and timely land use application processing services for developers, business, and property owners.</b>	Number of Type 1 “over the counter” applications processed	46	46	33	35	38
	Number of Type 2 Administrative Review applications processed	23	23	12	22	20
	Number of Type 3 Quasi-Judicial applications process	42	24	24	20	22
	Number of Type 4 applications processed (street vacations, annexations, rezones, plan updates)	22	7	6	5	6
<b>Provide community education about recycling, land use, and other code related items.</b>	Number of newsletter articles provided	16	14	21	12	12
	Number of community events staffed	2	2	8	3	3
	Number of community presentations made	1	1	6	1	1

**Outcomes of Performance Measures:**

<b>Professional and Timely Land Use Services</b>	The Planning Division of Community Development is committed to assisting the public, business owners, and developers navigate the land use process. The City has updated the processes for land use decisions in order to provide more timely service to customers based on their application type. Through pre-development meetings, over-the-counter contacts, and processing applications, they work with applicants to make their projects successful, while following City Code established to enhance the livability and quality of life in Florence.
<b>Community Education</b>	The City of Florence is committed to providing education to the public on City Code related items, including the land use regulations. Through education, the City is able to encourage adherence with requirements throughout the lifecycle of an application, as well as encourage compliance prior to a violation.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Work nearly complete for two long-range planning efforts: Transportation Systems Plan Update and Housing Implementation Plan Phase and related code updates.
- ✓ Land Use application fees increased for first time since 2007—15 years.
- ✓ Processed 13 annexation requests and zone change applications, twice the amount for the previous biennium.
- ✓ Processed a taxi rate increase for the first time in over 20 years.
- ✓ Staffed six community or regional boards participating in their master planning efforts.





## PLANNING SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Planning	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	911,848	717,186	944,700	640,687	948,700		
Materials and Services	148,488	136,683	205,800	158,485	225,700		
<b>Planning Total</b>	<b>1,060,336</b>	<b>853,869</b>	<b>1,150,500</b>	<b>799,172</b>	<b>1,174,400</b>		

### Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Planning Director	1.0	1.0	1.0	1.0	1.0		
Assistant Planner	-	-	1.0	1.0	1.0		
Associate Planner	1.0	-	-	-	-		
Senior Planner	-	1.0	1.0	-	1.0		
Planning Technician	1.0	1.0	1.0	1.0	1.0		
Administrative Assistant II	1.0	1.0	-	-	-		
<b>Total FTEs</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>3.0</b>	<b>4.0</b>	<b>-</b>	<b>-</b>



### Did you know?

*There are 655-acres of wetlands and 208-acres of riparian areas in the City's wetland study area — the equivalent of 46,990 pickleball courts!*

*There are 22 volunteers on the three departmental regular committees supporting planning and programming for transportation, environmental management, and land use permitting.*

*There are 5 local and regional buses that operate in Florence and can take you to the state borders north and south and east to Bend.*

*Florence is one of 10 communities in Oregon that bans Styrofoam containers.*





GENERAL FUND

**COMMUNITY DEVELOPMENT: BUILDING**

The Building Division was moved from the General Fund to the newly created Building Fund beginning in Fiscal Biennium 2023-25. For historical purposes, previous biennium information is below. The Building Fund details can be found under Special Revenue Funds on page 141.

**BUILDING SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
<b>Building</b>	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	48,360	198,649	197,700	241,322			
Materials and Services	397,986	475,760	457,900	475,094			
<b>Operating expenditures</b>	<b>446,347</b>	<b>674,409</b>	<b>655,600</b>	<b>716,416</b>			
Capital outlay	29,400	-	-	-			
<b>Non-operating expenditures</b>	<b>29,400</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>Building Total</b>	<b>475,747</b>	<b>674,409</b>	<b>655,600</b>	<b>716,416</b>			

**Staffing:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
<b>Position:</b>	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Building Technician	1.0	1.0	1.0	1.0	-		
<b>Total FTEs</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>-</b>	<b>-</b>	<b>-</b>



# COMMUNITY DEVELOPMENT: CODE ENFORCEMENT

The Code Enforcement Division of the Community Development Department is responsible for education and enforcement of the Florence City Code. The Code Enforcement Officer works with all departments to address nuisance and city code infractions. The Officer also assists police with traffic management for community events and emergency policing activities. The Officer works within the Community Development Department assisting building and planning staff to address unpermitted construction activities and land uses. Outside of the Department, Code Enforcement handles nuisance code issues, animal control, vegetation violations, business license enforcement, and on-street parking regulations, storage, and obstructions.

## FY 2023-25 Budget Highlights

- ◆ Added funding for community engagement and education in support of community and service group meetings, events, and education.

## Upcoming Major Projects

- ◆ Development and implementation of code enforcement operations manual.
- ◆ Development of program to support volunteer assistance for code enforcement and education.



## Goals & Work Plan Items Fiscal Biennium 2023-25

- Update City's nuisance codes to remove inconsistencies, improve clarity, and address unaddressed issues.
- Complete and implement the code enforcement operations manual to create the opportunity for professional volunteer assistance.
- Review and update City Code and procedures if necessary in response to House Bills 3115 and 3124.
- Design and implement community education and outreach program on City Code and reporting procedures.



Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Provide professional and timely code enforcement services supporting an attractive, clean, and safe community for Florence residents and businesses.	Number of dog complaint responses	67	68	150	85	88
	Number of vegetation violations processed	118	79	100	95	90
	Number of nuisance complaints processed	90	104	71	95	93
Provide community education about code related items.	Number of newsletter articles provided	11	12	12	12	12
	Number of community events staffed	0	2	4	2	2
	Number of community presentations made	0	2	4	2	2

Outcomes of Performance Measures:

<b>Professional and Timely Code Enforcement</b>	The Code Enforcement Division of Community Development is committed to assisting the public in improving the livability and quality of life in Florence. The Code Enforcement Officer responds to complaints in the community related to City Code, as well as works in coordination with the Florence Police Department to address violations.
<b>Community Education</b>	The City of Florence is committed to providing education to the public on City Code related items. Through education, the City is able to encourage compliance with the City Code and seeks to educate community members rather than use citations as the first option.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Purchased new Code Enforcement van after previous was totaled in a no-fault head on collision.
- ✓ Purchased new sound and light meters.
- ✓ Restarted professional training after Covid closures.



## CODE ENFORCEMENT SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Code Enforcement	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	-	152,600	163,300	152,121	187,200		
Materials and Services	-	400	34,000	30,600	30,000		
<b>Code Enforcement Total</b>	-	153,000	197,300	182,721	217,200		

### Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Code Enforcement Officer	1.0	1.0	1.0	1.0	1.0		
<b>Total FTEs</b>	1.0	1.0	1.0	1.0	1.0	-	-



**Did you know?**

*Code Enforcement is complaint driven and education based. Violations can be reported online at the city's website.*

[www.ci.florence.or.us/planning/report-code-violation](http://www.ci.florence.or.us/planning/report-code-violation)

*Don't Feed the Wild Animals — It is a violation to feed wildlife in City limits, which includes seagulls and crows. As animals become less fearful of humans, enhanced by feeding them, problematic animals are trapped and euthanized by the Oregon Department of Fish and Wildlife. Help us help our wildlife stay wild.*





GENERAL FUND

# ADMINISTRATION

The City of Florence Administration section of the General Fund incorporates the City Council and the City Manager’s Office budgets. The City Council budget incorporates expenses associated with City Council meetings, trainings, and supplies, as well as City-wide membership and fees. The City Manager’s Office budget incorporates the following functional areas of responsibility:

- ◆ City Manager’s Office
- ◆ City Recorder
- ◆ Communications
- ◆ Economic Development
- ◆ Human Resources
- ◆ Legal Services
- ◆ Project Management
- ◆ Urban Renewal Staff Support



The City Manager also provides executive oversight to the City of Florence operations and staff through the Management Team.

The 2023-25 biennium now presents the City Recorder, Economic Development, and Human Resources divisions separately. Previously, City Recorder and Economic Development were combined in the City Manager’s Office, and Human Resources was reported in the Administrative Services Department.

## ADMINISTRATION SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
City Council	105,524	112,613	168,700	164,045	219,200		
City Manager's Office	1,340,710	1,538,101	2,382,200	1,585,662	1,364,200		
Human Resources	-	-	-	-	496,800		
City Recorder	-	-	-	-	333,900		
Economic Development	-	-	-	-	520,400		
<b>Administration - operating expenditures</b>	<b>1,446,233</b>	<b>1,650,714</b>	<b>2,550,900</b>	<b>1,749,707</b>	<b>2,934,500</b>		
Capital outlay	-	-	10,000	-	-		
<b>Administration - non-operating expenditures</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>		
<b>Administration Total</b>	<b>1,446,233</b>	<b>1,650,714</b>	<b>2,560,900</b>	<b>1,749,707</b>	<b>2,934,500</b>		

### Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
City Manager's Office	5.0	4.0	5.5	5.0	3.0		
Human Resources	-	-	-	-	1.0		
City Recorder	-	-	-	-	1.0		
Economic Development	-	-	-	-	1.0		
<b>Total FTEs</b>	<b>5.00</b>	<b>4.00</b>	<b>5.50</b>	<b>5.00</b>	<b>6.0</b>		



# ADMINISTRATION: CITY COUNCIL

The Mayor and City Council provide leadership, legislative governance, policy direction, and oversight for all City functions and operations. The Mayor is elected to a term of two years, while two of the four City Councilors are elected to staggered four-year terms, each two years. The Council represents the City at special events and determines the City's policy direction through approval of Ordinances, Resolutions, and reviewing staff reports. The City Council also represents the City on local and regional committees. The positions are nonpartisan and members serve without pay. The City Council generally meets on the first and third Mondays of each month.



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## FY 2023-25 Budget Highlights

- ◆ The City Council has reaffirmed the broad goal statements and adopted the 2023-25 City Work Plan to provide a foundation to the 2023-25 Biennial Budget.
- ◆ Implementation of City Council Norms across City committees and commissions.
- ◆ Continued support of City activities and events to encourage community engagement and volunteerism.



## Goals & Work Plan Items Fiscal Biennium 2023-25

In creating the 2023-25 City Work Plan, the City Council affirmed the five City goals:

- City Service Delivery
- Livability and Quality of Life
- Economic Development
- Communication and Trust
- Financial and Organizational Sustainability

In addition to the Goals, the City Council outlined several general city-wide items and City Council items for the Work Plan:

- Facilitate community discussion around maintaining a quality environment and sustainable future.
- Monitor city population and state statutes for needed actions to comply with new rules related to housing and other land use related statutes.
- Review and update system development charge (SDC) fee structure.

Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Hold regular City Council meetings to discuss and set policy direction.	Regular City Council Meetings Held	25	21	25	20	20
	City Council Work Sessions Held	13	7	20	15	20
	City Council Executive Sessions Held	5	7	7	6	6
Implement City Council policy and the City Work Plan through decision making.	Ordinance Adopted	23	13	10	15	15
	Resolutions Adopted	41	40	40	45	45
	Proclamations/Awards Presented	5	15	15	20	20

Outcomes of Performance Measures:

<b>Transparent Public Meetings</b>	The Florence City Council hold regular City Council meetings twice per month on average, as well as two work sessions scheduled per month as needed. When necessary, the City Council holds executive sessions per ORS 192.660. The City Council is committed to professional and transparent public meetings where they set policy direction for the City , as well as make decisions based on that policy direction and the City’s Work Plan.
<b>Implementation of City Policies and Work Plan</b>	The City Council implements the goals and priorities established by the Council through the City Work Plan. The decision making associated with the Work Plan often occur in the form of ordinance or resolutions. Staff assist in the decision making process by providing background, research, implications, recommendations, and alternatives for the City Council to review and utilize to make an informed decision.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Completion of recruitment process and final appointment of City Council after member resignation in early 2022.
- ✓ Extension of System Development Charges Waiver and deferral process for FY 2022-23.
- ✓ Sale of Spruce Street property north of Munsel Lake Road to Coastal Development Partners LLC for housing development.
- ✓ Established two new committees for long term planning projects, the Transportation Systems Plan Update Project Ad-Hoc Committee, and the Housing Implementation Plan Project Ad Hoc Committee.
- ✓ Election of Mayor and two City Councilors.
- ✓ Orientation and training for two new City Council members.
- ✓ Amended the City Council Public Meeting Rules of Procedure.
- ✓ City Council goal setting retreat and creation and implementation of a City Council Norms document.
- ✓ Reaffirmation of City Council Goals and adoption of the 2023-2025 City Work Plan.
- ✓ Adoption of the Housing Implementation plan, a summary and prioritization of housing development strategies.
- ✓ Completed 11 annexations to the City of Florence bringing 40.89 additional acres to the City limits.

## CITY COUNCIL SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
City Council	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Materials and Services	105,524	112,613	168,700	164,045	219,200		
<b>City Council Total</b>	<b>105,524</b>	<b>112,613</b>	<b>168,700</b>	<b>164,045</b>	<b>219,200</b>		



### Did you know?

*In January 2022, the City Council adopted Resolutions No. 1 and 2, Series 2022, creating two new Ad-Hoc Committees work on two long range planning processes.*

*Transportations Systems Plan Update Ad-Hoc Committee: To complete an update to the 2012 Transportation System Plan (TSP). The update will identify an integrated network of multi-modal transportation facilities and services needed to support the City of Florence planned land uses, addressing transportation planning needs both within City limits and the Urban Growth Boundary.*

*Housing Implementation Project Ad-Hoc Committee: To complete the process of creating a Housing Implementation Plan. This project will research, recommend, and prepare code updates that ensure internal consistency, local sustainability, and conformance with State housing requirements. The Housing Implementation Plan identifies multiple affordable housing strategies, programs, and funding opportunities, that, once complete, will guide future housing development programs in the City.*



# ADMINISTRATION: CITY MANAGER'S OFFICE

*The City Manager's Office provides oversight and direction to ensure that all departments are responding to the Adopted City Work Plan, applying policy consistently, and identifying key issues that need Council direction. The City Manager's Office also provides staff support for the Florence Urban Renewal Agency (FURA).*

*Additionally, staff have responsibility for and oversight of public and media outreach, elections, records retention, franchise agreements, business licensing, special event permits, liquor licenses, City communications, emergency preparation and management, economic development, project management, human resources, and urban renewal support. City Recorder, Economic Development, and Human Resources are reflected in their own program budgets.*

## FY 2023-25 Budget Highlights

- ◆ The 2023-2025 biennium budget includes Human Resources within the Administration Department. Previously it was accounted for in the Administrative Services Department.
- ◆ The 2023-2025 biennium budget for Administration includes separate programs for City Recorder and Economic Development. Previously, those functions were accounted for within the City Manager's Office.
- ◆ Funding for a community attitudes survey and other outreach is included in the budget request.
- ◆ Continued funding to provide organization-wide support for communications and production of large scale events like the State of the City, Block Party, End of Summer BBQ, and other community engagement activities.
- ◆ Continued funding to provide organization-wide support for large capital projects and long-range planning activities.

## Upcoming Major Projects

- ◆ Update to the City's Destination Marketing Agreement.
- ◆ Continued support of the Florence Urban Renewal Agency's efforts to develop the Quince Street property.
- ◆ Development of the Community Attitudes Survey.
- ◆ Completion and implementation of the City-wide communications and style guide.
- ◆ Update of the City's website, to include the updated style guide.



## Goals & Work Plan Items Fiscal Biennium 2023-25

- ❑ Support of City Council Goals & Work Plan.
- ❑ Development grants management program for City-wide coordination, reporting, and applications.
- ❑ Encourage and foster cross department, committee, and commission communication and partnerships.
- ❑ Evaluate current and potential updates to operating models of the Florence Senior and Activities Center.
- ❑ Evaluate and represent the City for future development opportunities on City owned properties.
- ❑ Look at opportunities for Old Town Fire Station relocation and adding amenities such as parking and restrooms.
- ❑ Citizen Participation
  - ⇒ Development and implementation of Citizen's Academy.
  - ⇒ Develop methods for youth involvement in City programs and projects.
  - ⇒ Continued participation and development of community activities such as Public Works, City Day, City Block Party, and National Night Out.
  - ⇒ Implementation of a community attitudes survey.
  - ⇒ Provide support for community holiday lighting program.
- ❑ Communication Guidelines
  - ⇒ Development of City-wide communications and style guide.
  - ⇒ Continued distribution of news items to media, through the newsletter, and on social media.
  - ⇒ Development of City-Wide Procedures for Public Input Collection & Information Sharing.
  - ⇒ Update the City's Social Media Policy.
- ❑ News & Media
  - ⇒ Monthly distribution of City Newsletter.
  - ⇒ Distribution of news items to local and regional media outlets, including recurring radio interviews, etc.
  - ⇒ Development of informational videos to add to the City's video library.
  - ⇒ Continue outreach on the City's social media platforms to provide City news and updates.
  - ⇒ Develop City Communications Policy.
- ❑ Website
  - ⇒ Continue to improve the City's website content and the information available.
  - ⇒ Update the City's website, to include implementation of the updated style guide and integration of new website capabilities across the organization.
- ❑ Staffing and administrative support for the Florence Urban Renewal Agency and projects.





Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Maintain open and transparent communication with the public to keep them informed on City business.	Social Media Outlets Managed by the City	7	7	7	7	7
	City Facebook Followers	6,331	6,397	7,300	7,800	8,200
	City Facebook Reach	99,170	129,421	137,900	140,000	143,000
	City Facebook Visits	7,050	14,043	22,200	24,000	25,500
	City Instagram Followers	900	1,150	1,397	1,600	2,000
	City Instagram Reach	3,000	3,279	3,300	3,600	4,000
	City Instagram Visits	1,000	1,135	1,300	1,650	2,000
	City Twitter Followers (approximate)	1,400	1,450	1,500	1,550	1,600
	Total Website Sessions	148,534	141,020	142,600	150,000	150,000
	Unique Website Users	99,411	103,247	105,280	108,000	108,000
	Focus on Florence Newsletter Editions	12	12	12	12	12

Outcomes of Performance Measures:

**Open and Transparent Communication**

The City of Florence strives to provide open and transparent communications to the community and the media. The Public Information Officer provides the oversight of the outward facing communications in order to provide a clear and consistent message to the public. Providing the information on a variety of outlets and platforms allows the message to reach a diverse population.



## Noteworthy Accomplishments Fiscal Biennium 2021-23

- ✓ City Council Support Accomplishments
  - Onboarding and training of 2023-2025 City Council members, including three newly elected positions.
  - Facilitated the development of the 2023-2025 Work Plan.
- ✓ Communications & Community Outreach Accomplishments
  - Planned and hosted the second City Services Expo to accompany the 2023 State of the City address.
  - Continued to increase the City's presence on social media.
  - Coordinated press releases, newsletter, and other communications for the City.
  - Continued work on the City's communication plan and style guide project, including brand refresh.
  - Coordinated the City's 2022 Block Party, 2021 and 2022 Holiday Festival activities, and other community events.
- ✓ Project Management Accomplishments
  - Completed the ReVision Florence Streetscape Project and closed out the ODOT contract.
  - Provided program support to the Florence Urban Renewal Agency.
- ✓ Continued coordination related to COVID-19 response and providing community vaccination clinics.
- ✓ Facilitated the return to the office for staff and in-person service delivery at City facilities.
- ✓ Continued efforts for employee engagement and recognition to improve employee satisfaction.
- ✓ Coordination of City-wide work to accomplish City Work Plan items and maintain day-to-day City service delivery.
- ✓ Hired new Administrative Assistant for the City Manager's Office, and promotion of that position to Management Analyst.
- ✓ Hired Economic Development and Communications Analyst.
- ✓ Facilitated the transition of staffing at the Municipal Court.
- ✓ Initiated and continued negotiation of the Central Lincoln PUD franchise agreement.
- ✓ Reviewed the 2020 Census results and the resulting impacts on City service levels, long-term plans, and other population dependent items.
- ✓ Support of the Housing Implementation Plan Project and the Transportation System Plan Update Project.



## CITY MANAGER'S OFFICE SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
City Manager's Office	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	986,496	1,061,899	1,288,700	1,005,495	922,800		
Materials and Services	354,214	476,202	1,093,500	580,167	441,400		
<b>Operating expenditures</b>	<b>1,340,710</b>	<b>1,538,101</b>	<b>2,382,200</b>	<b>1,585,662</b>	<b>1,364,200</b>		
Capital outlay	-	-	10,000	-	-		
Debt service	-	-	-	-	-		
<b>Non-operating expenditures</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>		
<b>City Manager's Office Total</b>	<b>1,340,710</b>	<b>1,538,101</b>	<b>2,392,200</b>	<b>1,585,662</b>	<b>1,364,200</b>		

### Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
City Manager	1.0	1.0	1.0	1.0	1.0		
Assistant City Manager/PIO	-	-	1.0	1.0	1.0		
City Project Manager/PIO	1.0	1.0	-	-	-		
City Recorder/Economic Development Coordinator	1.0	1.0	1.0	-	-		
City Recorder	-	-	-	1.0	-		
Economic Development Catalyst	-	-	1.0	-	-		
Economic Development/Communications Analyst	-	-	-	1.0	-		
Office/Administrative Assistant (I, II, III)	1.0	1.0	1.5	-	-		
Human Resources Analyst	1.0						
Management Analyst	-	-	-	1.0	1.0		
<b>Total FTEs</b>	<b>5.0</b>	<b>4.0</b>	<b>5.5</b>	<b>5.0</b>	<b>3.0</b>		



### Did you know?

*In the Council-Manager form of government all City staff work at the direction of the City Manager through her oversight of the Management Team.*

*The City of Florence has partnered with St. Vincent de Paul to administer and manage a Housing and Rehabilitation program to assist homeowners with household incomes at or below 80% of the federal median income with needed health and safety repairs in their homes. In 2021, the City of Florence partnered with St. Vincent de Paul on a Community Development Block Grant set to invest \$400,000 in funding to this important program.*



# ADMINISTRATION: CITY RECORDER

*The City Recorder functions as a point of access for the general public and news media to elected officials, and the City of Florence in general. In addition to being the City's Elections Officer, the City Recorder is the City's Records Manager, maintaining and distributing the Florence City Code, City Charter, ordinances, resolutions, and administrative orders. The City Recorder also manages the City's archives, coordinates public records requests, maintains all the City's contract files, and records city-related deeds and land use agreements. The City Recorder is in charge of the business license program as well as special events in the City. In addition, the City Recorder provides executive-level assistance to the City Manager, and serves as a member of the management team.*

## FY 2023-25 Budget Highlights

- ◆ The 2023-2025 biennium budget has moved the City Recorder expenses into its own program within the Administration budget. Historical information for previous years can be found within the City Manager's Office.
- ◆ Review and update internal processes related agenda and meeting materials management.
- ◆ Committee and commission volunteer recruitment process review and update.
- ◆ Review and update the City's public records request processes, and implementing solutions to improve efficiency.
- ◆ Evaluation of the City's management methods for the Florence City Code, including work to ensure all updates have been uploaded for easy public access.



## Upcoming Major Projects

- ◆ Audit of the Florence City Code to ensure all passed ordinances have been incorporated into the published code.
- ◆ Implementation of city code management software.
- ◆ Review and update of Public Records Request policies and process.

## Goals & Work Plan Items Fiscal Biennium 2023-25

- City Code audit to ensure all published City Code documents are current based on adopted ordinances.
- Research and implement codification software solutions.
- Improve City's records management and retention program.
- Update Public Records Request Policies and research software solutions for potential implementation.

Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Professionally manage the City's records and public records requests.	Public Records Request Responded To	81	157	145	150	150
	Number of Code Pages Updated	10	42	10	150	150
Professionally managed City election processes and recruitment of committee members.	Number of Mayor/Council Candidates	0	6	0	8	0
	Number of Committee Vacancies	25	31	14	15	15
	Number of Committee Applications Received	48	19	20	25	30
Efficiently and professionally manage the City's public meetings.	City Council Meetings Staffed (Including Regular, Work Session, Executive, & Special Meetings)	45	37	60	50	60
	Committee Meetings Staffed (Codified Committees)	36	36	50	62	68
	Special Project Committee Meetings Staffed (Project Specific or Ad-Hoc Committees)	0	8	5	5	5
	FURA Meetings Staffed	12	10	6	12	12

Outcomes of Performance Measures:

<b>Professionally Managed City Records</b>	The City of Florence is committed to maintaining professional management of the City's records, including the Florence City Code. The City's records provide historical and current information on the policy decisions, regulations, operations, and processes of the City. The City ensures public access to records through the City's public records request policy to encourage citizen access to information and engagement.
<b>Professionally Managed Elections &amp; Committee Recruitments</b>	Professional management of the City's elections process, in coordination with Lane County, ensures equal access to citizens running for public office, as well as those who elect the public officials. Professional management of the City's committee recruitment processes aims to encourage community involvement in the decision making process and to include diverse voices in providing recommendation to the City Council.
<b>Efficiently &amp; Professionally Managed Public Meetings</b>	Efficient and professional management of the City's meetings helps to keep the community informed of the work that is being done and the policy decisions that are made, while ensuring that we are consistent in the process. Providing consistency in the process allows for the public to anticipate what and how the City will operate in order to stay involved and informed throughout the process. Professional public meeting management also ensures that the City is meeting the requirements of public meeting laws.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Supported City Council meetings and activities throughout the biennium.
- ✓ Transitioned from virtual meetings to hybrid style meetings, both video conference and in person, for all City public meetings.
- ✓ Promotion and training of new City Recorder.
- ✓ Facilitated the City Council process to fill the City Council vacancy in early 2022.
- ✓ Managed the 2022 City Council elections process.
- ✓ Continued work to digitize City records from all departments.
- ✓ Responded to public records requests from across the organization.
- ✓ Coordination of Committee & Commission Work Plans for Council approval, as well as communication between committees and the City Council.
- ✓ Processed backlog of post meeting record keeping.

## CITY RECORDER SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
<b>City Recorder</b>	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	-	-	-	-	182,000		
Materials and Services	-	-	-	-	151,900		
<b>Operating expenditures</b>	-	-	-	-	333,900		
Capital outlay	-	-	-	-	-		
<b>Non-operating expenditures</b>	-	-	-	-	-		
<b>City Recorder Total</b>	-	-	-	-	333,900		

### Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
City Recorder	-	-	-	-	1.0		
<b>Total FTEs</b>	-	-	-	-	1.0	-	-



**Did you know?**

*The City Recorder serves as the City Elections Officer. During a May City Council meeting of an election year, the City Recorder will present an overview of the election process and how potential candidates can run for office in the November general election.*





# ADMINISTRATION: ECONOMIC DEVELOPMENT

*The Economic Development Program is a function of the City of Florence managed within the City Manager's Office, with coordination across all departments. First designated as a City Goal in 2015, Economic Development has helped shape the City's efforts towards retention and growth of small businesses, the cultural strength of Historic Old Town as a thriving business district and tourist destination, expansion of the Pacific View Business Park, and partnerships with regional economic development entities. The Economic Development budget incorporates the following functional areas of responsibility:*

- ◆ Economic Development
- ◆ Public Arts Committee Staff Support
- ◆ Urban Renewal Staff Support
- ◆ Community & Economic Development Committee Staff Support

## FY 2023-25 Budget Highlights

- ◆ The 2023-2025 biennium budget has moved the Economic Development expenses into its own program within the Administration budget. Historical information for previous years can be found within the City Manager's Office.
- ◆ Continued work in important economic development areas including housing, childcare, increasing living wage jobs, business retention and expansion, and more.
- ◆ Continuation of the Community Development Block Grant in coordination with St. Vincent de Paul for the Lane County housing rehabilitation loan program. Included in the 2023-25 biennium is the remaining \$100,000 of the \$400,000 grant.

## Upcoming Major Projects

- ◆ Present the City of Florence Economic Development Annual Report for each year of the biennium.
- ◆ Continue to market the Pacific View Business Park in the Florence Enterprise Zone and highlight its shovel-ready lots with access to high-speed fiberoptic internet.
- ◆ Support the Florence Urban Renewal Agency's efforts to develop the Quince Street property.
- ◆ Work with the Florence Urban Renewal Agency to add public art plan to the ReVision Florence corridor through the Art Exposed Program.



## Goals & Work Plan Items Fiscal Biennium 2023-25

- ❑ Leverage resources by maintaining partnerships with regional agencies.
- ❑ Business Retention & Expansion
  - ⇒ Develop a business retention & expansion program in coordination with community partners.
  - ⇒ Continue to improve business communication and outreach.
- ❑ Tourism Promotion
  - ⇒ Evaluate tourism and marketing efforts.
  - ⇒ Continue to support community driven efforts toward public space beautification, recreational opportunities, and culture.
  - ⇒ Conduct parking analysis and consider amendments to parking requirements in Old Town.
- ❑ Marketing & Recruitment
  - ⇒ Expand marketing for the Pacific View Business Park to help promote development.
- ❑ Entrepreneurship & Innovation
  - ⇒ Continue to support the Regional Accelerator & Innovation Network (RAIN), Small Business Development Center (SBDC), and Florence Area Chamber of Commerce entrepreneurship programs.
  - ⇒ Conduct feasibility study for redevelopment of key sites for public/private development ‘incubator’ and ‘makers spaces.’
- ❑ Housing Efforts & Initiatives
  - ⇒ Support community partners in development of workforce and affordable housing.
  - ⇒ Evaluate the City’s role and participation in workforce housing development projects, including land and grant funding assistance.
  - ⇒ Coordinate with major local employers in efforts to develop and support affordable housing for their workforce.
  - ⇒ Florence Rental Housing Market Study – Collect information from local rental properties about the rental market in Florence to provide information for future builders and grant opportunities.
  - ⇒ Prioritize capital improvements for affordable housing projects.
- ❑ Education & Workforce
  - ⇒ Support entities that provide education, workforce training, apprenticeship, and/or internship opportunities to local students and residents.
  - ⇒ Support efforts for promotion of remote workforce in conjunction with economic development partners.
  - ⇒ Work with City Staff and organizations such as South Coast Development Council and Business Oregon to support businesses looking to locate to Florence.
  - ⇒ Support entities and work with partner agencies to continue development of childcare and early learning availability.



Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Professionally promote economic development for the City of Florence to enhance our livability and quality of life.	Number of RAIN Supported Businesses	29	32	36	40	45
	Number of RAIN Entrepreneurship Events Held	68	65	65	70	75
	Number of Active City Business Licenses	958	1,031	960	1,000	1,015
	Number of Florence Four Newsletters Sent	26	11	20	24	24
Coordinate with regional partners to increase resources for local businesses and the workforce.	Number of Developer and Business Meetings	12	15	18	20	22
	Number of Agency Coordination Meetings	109	115	120	120	130
	Number of Workforce Development Events	12	20	48	50	54
	Number of Businesses Utilizing Florence's Enterprise Zones	1	1	2	2	3
Promotion of tourism and community beautification efforts.	Number of Community Networking Events	8	15	24	30	36
	Number of Locations for Public Art Pieces	7	12	12	16	16

Outcomes of Performance Measures:

<b>Promotion of Economic Development</b>	The City of Florence City Council has identified economic development and the various aspects within it as a City Goal and a priority for the City's Work Plan. The goals of the City economic development program are to promote the City's economic infrastructure through proactive engagement and support of business compatible with community goals, and supporting jobs yielding family income, while working with private partners to build a place that attracts and keeps talent.
<b>Increase Coordination for Workforce Development</b>	Workforce development, including housing, childcare, and opportunities for local youths, are part of the missions for multiple regional partners. Economic Development staff continue to work with RAIN, Small Business Development Center, South Coast Development Council, WorkSource Oregon, and others in the Florence Economic Development Task Force.
<b>Tourism &amp; Community Beautification</b>	Economic Development Staff works with Florence Area Chamber of Commerce and the Florence Public Arts Committee in this arena. Continued coordination of these efforts toward community beautification increases the viability of Florence as a tourist destination and enhances the economy.



## ECONOMIC DEVELOPMENT SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Economic Development	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	-	-	-	-	174,800		
Materials and Services	-	-	-	-	345,600		
<b>Operating expenditures</b>	-	-	-	-	<b>520,400</b>		
Capital outlay	-	-	-	-	-		
<b>Non-operating expenditures</b>	-	-	-	-	-		
<b>Economic Development Total</b>	-	-	-	-	<b>520,400</b>		

### Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Economic Development/Communications Analyst	-	-	-	-	1.0		
<b>Total FTE's</b>	-	-	-	-	<b>1.0</b>		

### Noteworthy Accomplishments Fiscal Biennium 2021-23

- ✓ Supported the Regional Accelerator & Innovation Network (RAIN) in the establishment of entrepreneurship programs.
- ✓ Assisted the Florence Urban Renewal Agency in the work towards a development agreement for a hotel at the Quince Street Site.
- ✓ Facilitated the disbursement of Community Development Block Grant funding for the rehabilitation of owner-occupied housing. During the 2021-23 Biennium, 13 homes were rehabilitated under the program.
- ✓ Development and implementation of the Multi-Unit Property Tax Exemption Program (MUPTE), and the processing of two applications received.
- ✓ Facilitated the acquisition and allocation of childcare grants to Florence childcare facilities.
- ✓ Supported the efforts of the Public Arts Committee and their projects.
- ✓ Supported and attended many community, regional, and statewide economic development related events and efforts.
- ✓ Support of COVID-19 Business Assistance funding in conjunction with Lane County and Community Lending Works.

### Did you know?

*Tourism is Florence's biggest employment sector. Combined, tourism-related industries make up 26% of employment, according to Oregon Employment Department reports.*

*The Pacific View Business Park has 11 lots available for sale or lease in its enterprise and e-commerce zone, which is a tax exemption for qualifying businesses.*



# ADMINISTRATION: HUMAN RESOURCES

The Human Resources Department oversees and supports the City's employee recruitment and retention efforts, compensation and employee benefit programs, training, risk management, employee wellness, employee safety efforts, and functions as the City's ADA Coordinator.

The Human Resources Department was moved to Administration from Administrative Services in the 2023-2025 budget. Historical information for Human Resources can be found on page 103.

## FY 2023-25 Budget Highlights

- ◆ Recruit for key positions and maximize staffing across all departments.
- ◆ Florence Police Association negotiations.
- ◆ Compensation market analysis/implementation.
- ◆ Review and update to employee benefits program provided through City County Insurance Services.
- ◆ Fully implement and integrate HR software solutions.
- ◆ Develop and implement ADA Title II compliance program.

## Upcoming Major Projects

- ◆ Conduct an updated Equal Pay Act analysis for internal equity.
- ◆ Develop and implement performance management improvements.



## Goals & Work Plan Items Fiscal Biennium 2023-25

- Review and update the Personnel Handbook, personnel policies based on best practices.
- Continue recruitments to fill vacancies as needed.
- Continual improvements to employee training, communication, and tracking.



Performance Measures:

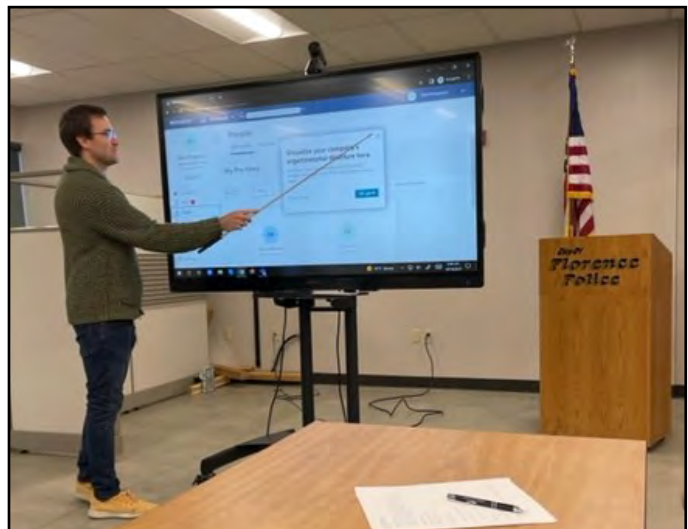
Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Manage the employee lifecycle throughout the organization.	Recruitments	11	18	15	15	15
	New Hires	8	11	15	13	13
	Promotions	2	9	6	4	3
	Separations <i>(Includes retirements, resignations, &amp; terminations.)</i>	9	14	13	11	11
Reduce the number and cost of workers compensation claims.	Number of Accidents	3	5	4	4	3
	Time Loss (Days)	91	397	39	35	30
	Annual cost of worker compensation claims	\$56,000	\$134,000	\$20,000	\$30,000	\$25,000
	Brought back injured employees with Return to Work Program (or non-disabling)	\$5,900	\$22,000	\$0	\$3,000	\$2,000

Outcomes of Performance Measures:

<b>Well Managed Employee Lifecycle</b>	The Human Resources Department manages the lifecycle of the City’s employees, which includes recruitment, hiring, onboarding, training, performance evaluations, promotions, and separation.
<b>Safe Work Environment</b>	The City of Florence is committed to employee, volunteer, and customer safety. Human Resources supports the City’s Safety Committee, coordinates employee safety training, and assists in developing modified/light duty assignments to bring injured employees back to work.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Implemented updated Safety Manual.
- ✓ Implemented new onboarding and electronic forms software.
- ✓ Completed and implemented updated compensation plan and pay administration guidelines.



## HUMAN RESOURCES SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Human Resources	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	-	-	-	-	304,700		
Materials and Services	-	-	-	-	192,100		
<b>Operating expenditures</b>	-	-	-	-	<b>496,800</b>		
Capital outlay	-	-	-	-	-		
<b>Non-operating expenditures</b>	-	-	-	-	-		
<b>Human Resources Total</b>	-	-	-	-	<b>496,800</b>		

### Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Human Resources Director	-	-	-	-	1.0		
<b>Total FTEs</b>	-	-	-	-	<b>1.0</b>	-	-



### Did you know?

*The City's Human Resources Department also functions as the City's Risk Manager and American's with Disabilities Act (ADA) Coordinator.*

*The City received over 700 job applications for our 26 recruitments in the last three years.*





GENERAL FUND

# ADMINISTRATIVE SERVICES

The City of Florence Administrative Services Department oversees the Finance Department and Information Technology. This Department was established through an analysis of the Finance Department and the internal services of the City with the aim of creating greater efficiencies for internal and external service delivery. The Administrative Services Department incorporates the following functional areas:



- ◆ Finance
  - Accounts Receivable
  - Accounts Payable
  - Budgeting
  - Financial Reporting
  - Grants Management
  - Payroll
  - Urban Renewal Support
  - Utility Billing
- ◆ Information Technology
  - IT Contract Management
  - Network Infrastructure
  - Phone System Management
  - Purchasing & Installation
  - Maintenance & Repair
  - Help Desk Monitoring
  - System Security

The Administrative Services Department accounts for the internal services provided with internal service charges recorded as General Fund charges for services revenue with corresponding materials and services expenditures in the benefitting funds and departments. Costs to run the Administrative Services Department are charged back to the departments that benefit from the services.

## ADMINISTRATIVE SERVICES SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Finance	1,097,023	1,062,801	1,179,900	1,027,357	1,393,900		
Human Resources	-	258,500	299,400	295,356	-		
Information Technology	358,800	793,200	1,212,300	1,053,825	1,448,700		
Municipal Court	528,706	583,167	673,800	509,985	-		
<b>Administrative Services - operating expenditures</b>	<b>1,984,529</b>	<b>2,697,668</b>	<b>3,365,400</b>	<b>2,886,522</b>	<b>2,842,600</b>		
Capital Outlay	179,300	111,800	40,000	105,928	135,500		
Debt Service	30,216	-	-	-	-		
<b>Administrative Services - non-operating expenditures</b>	<b>209,516</b>	<b>111,800</b>	<b>40,000</b>	<b>105,928</b>	<b>135,500</b>		
<b>Administrative Services Total</b>	<b>2,194,045</b>	<b>2,809,468</b>	<b>3,405,400</b>	<b>2,992,450</b>	<b>2,978,100</b>		

### Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Finance	5.0	5.0	5.0	5.0	5.0		
Information Technology	1.0	1.0	1.5	1.5	1.5		
Human Resources	-	1.0	1.0	1.0	-		
Municipal Court	2.0	2.0	2.0	2.0	-		
<b>Total FTEs</b>	<b>8.0</b>	<b>9.0</b>	<b>9.5</b>	<b>9.5</b>	<b>6.5</b>		



# ADMINISTRATIVE SERVICES: FINANCE

The Finance Department serves the City and the Florence Urban Renewal Agency (FURA) by maintaining timely and accurate fiscal information. Our team provides and performs financial and strategic planning, budgeting, reporting, accounting, billing and collection for all City and FURA services, payroll, accounts payable, licensing, and centralized customer service.

## FY 2023-25 Budget Highlights

- ◆ New staff will continue training. We will continue to cross train staff so there are no gaps in the work flow should unexpected absences occur.
- ◆ Onboard new independent auditors for the annual audit.
- ◆ Implement new programs to enhance customer experiences during business interactions.
- ◆ Implement new Enterprise Resource Planning (ERP) software to meet the growing needs of the City.
- ◆ Monitor departmental controls to improve transparency in the City's financial processes.

## Upcoming Major Projects

- ◆ Implement Enterprise Resource Planning software to encompass general ledger, accounts payable, payroll, human resources, budgeting, utility billing, and project management.
- ◆ Expand the lien search program to include business license applications and renewals and short-term rental registration, making the process more accessible and transparent for the Florence community.



## Goals & Work Plan Items Fiscal Biennium 2023-25

- Review and update long-range financial forecasts annually for all funds. Identify funding gaps and approaches to ensure financial and organizational sustainability.
- Prepare biennial budget consistent with adopted City work plan.
- Prepare the biennial Adopted Budget in a format that qualifies for submittal to the GFOA Distinguished Budget Award Program.
- Prepare the Annual Comprehensive Financial Report (ACFR) to Government Finance Officers Association (GFOA) award program.
- Continue to monitor the regulations related to the American Rescue Plan Act of 2021 funding, and implement to use of those funds.
- Ensure timely financial reporting.
- Implementation of new Enterprise Resource Planning System.
- Review and update building and planning permitting fees to recuperate costs in accordance with state statutes and city policy.



Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Maintain professional financial management of the City's operations.	Independent Auditor Opinion	Unmodified	Unmodified	Unmodified	Unmodified	Unmodified
	GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes	Yes
	Certificate of Achievement for Excellence in Financial Reporting	No	Pending	Yes	Yes	Yes
Provide efficient and effective financial services.	Credit Rating	A	A	A	A	A
	Actual cost to deliver service	\$534,450	\$547,893	\$572,812	\$685,900	\$708,100
	Cost to deliver service as percentage of total City operating budget	3.9%	3.3%	3.5%	3.13%	3.14%
Maintain utility service continuity for the City's utility customers.	Number of utility customers served	4,273	4,273	4,271	4,321	4,371
	Account shut-offs	243	235	192	205	205
	Total revenue collected	\$6.58 M	\$6.66 M	\$7.10 M	\$7.42 M	\$7.64 M

Outcomes of Performance Measures:

<b>Financial Integrity</b>	The City of Florence provides professional financial management for all City operations. Maintaining the integrity of our financial positioning is important to keep our City operations sustainable, efficient, effective, and stable.
<b>Efficient and Effective Financial Services</b>	Providing efficient and effective financial services to the community is important in order to maintain trust and keep our City moving forward. The Administrative Services Department performs the financial services for our internal departments.
<b>Utility Service Continuity</b>	The City of Florence provides essential utilities to our citizens. Maintaining a high level of financial services for our utility customers is an important aspect of our customer service priorities. The Administrative Services Department, along with the Public Works Department, is constantly evaluating the services provided to our customers, and the method in which they are provided, to improve the services we offer.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Received the Distinguished Budget Presentation Award from the Government Finance Officers Association for the 2021-23 Biennial Budget.
- ✓ Completed the 2020-21 and 2021-22 annual audits with unmodified opinions.
- ✓ Hired and began training a new Office Assistant and Accounting Clerk I.
- ✓ Processed the 2021-2023 Supplemental Budget for the ARPA funding allocation.
- ✓ Facilitated the amendment of FCC related to Transient Lodging Tax and entered into an MOU with the State of Oregon for collection on behalf of the City.
- ✓ Selected Tyler Technologies for the City's new Enterprise Resource Planning System.
- ✓ Issued \$13.6 million in debt to finance several capital equipment purchases and capital projects, including the Rhododendron Drive Realignment project.
- ✓ Updated the City's Fiscal Policies, including development of the Internal Control Policy and the Allowable Costs Policy.
- ✓ Developed and published the City's first Annual Comprehensive Financial Report (ACFR).
- ✓ Closed out the City's General Obligation Bond tax collection for the water plant improvements.

## FINANCE SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Finance	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	494,650	863,151	940,100	854,949	1,086,800		
Materials and Services	602,373	199,650	239,800	172,408	307,100		
<b>Finance - operating expenditures</b>	<b>1,097,023</b>	<b>1,062,801</b>	<b>1,179,900</b>	<b>1,027,357</b>	<b>1,393,900</b>		
Debt service	30,216	-	-	-	-		
<b>Finance - non-operating expenditures</b>	<b>30,216</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Finance Total</b>	<b>1,127,239</b>	<b>1,062,801</b>	<b>1,179,900</b>	<b>1,027,357</b>	<b>1,393,900</b>		

### Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Administrative Services Director	1.0	1.0	1.0	1.0	1.0		
Finance Manager	1.0	1.0	1.0	1.0	1.0		
Accounting Clerk (I, II, III)	2.0	2.0	2.0	2.0	1.0		
Accounting Specialist (I, II, III)	-	-	-	-	1.0		
Office/Administrative Assistant	-	-	-	1.0	1.0		
Customer Service Representative	1.0	1.0	1.0	-	-		
<b>Total FTEs</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>-</b>	<b>-</b>



### Did you know?

*In 2020, the City of Florence was one of 37 municipalities in Oregon that received the Distinguished Budget Presentation Award from the Government Finance Officers' Association of the United States and Canada. The City of Florence has received the award seven times!*

*Even though the City of Florence operates with a biennial budget, the State of Oregon still requires an independent audit every fiscal year.*



GENERAL FUND

# ADMINISTRATIVE SERVICES: HUMAN RESOURCES

The Human Resources Department was moved from Administrative Services to Administration in the 2023-2025 budget. The information below is provided for historical purposes. Current budget and information can be found on page 93.

## HUMAN RESOURCES SUMMARY

### Budget:

Human Resources	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	-	189,300	220,400	223,772	-		
Materials and Services	-	69,200	79,000	71,584	-		
<b>Human Resources - operating expenditures</b>	-	258,500	299,400	295,356	-		
Capital outlay	-	-	-	-	-		
<b>Human Resources - non-operating expenditures</b>	-	-	-	-	-		

### Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Human Resources Director	-	-	-	1.0	-		
Human Resources Manager	-	1.0	1.0	-	-		
<b>Total FTEs</b>	-	1.0	1.0	1.0	-	-	-





# ADMINISTRATIVE SERVICES: INFORMATION TECHNOLOGY

The City's Information Technology (IT) Department provides support to the City's six facilities, various business functions, and all staff members. IT services includes wide area network infrastructure, Voice Over Internet Protocol phone systems, device purchasing, installation, configuration, repairs, training, and digital systems security.

## FY 2023-25 Budget Highlights

- ◆ The 2023 – 2025 biennium budget request includes funding for the Enterprise Resource Planning (ERP) conversion and maintenance fees to both Caselle and Tyler in year one to accommodate the move from one system to the other.
- ◆ Moving the City to Microsoft Office 365, a cloud-based office solution.
- ◆ In the previous biennium, IT had budgeted for a part-time IT Technician that has not been filled. In the 2023-25 biennium, that part-time position has been replaced with a full time position to begin in Year 2 of the biennium.

## Upcoming Capital Investments

- ◆ Assist with the implementation of a new ERP system City-wide.
- ◆ Continue with replacement of computer workstations at end of life.
- ◆ Upgrade City's phone system to Cisco Meraki, which offers fully integrated web-based communication.
- ◆ Migrate mobile devices to Microsoft InTune to streamline management and configuration.

## Goals & Work Plan Items Fiscal Biennium 2023-25

- Assist departments in the implementation of technology and software solutions.
- Provide ongoing support for evolving technology needs related to remote access services for both employees and members of the public.
- Migration to Office 365 and associated updates needed.
- Maintain and continue proper information technology security programs and protocols.



Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Lifecycle management of City's IT infrastructure, devices, and equipment to maintain the organization's ability to provide service.	Servers Maintained (End-of-Life Annual Replacements)	20 (2)	24 (3)	25 (3)	26 (3)	26 (3)
	Workstations, Laptops, & iPads Maintained (End-of-Life Annual Replacements)	160 (25)	160 (30)	160 (30)	160 (30)	160 (30)
	Switches & Routers Maintained (End-of-Life Annual Replacements)	23 (4)	27 (2)	27 (15)	27 (2)	27 (2)
	Large UPS Maintained (End-of-Life Annual Replacements)	14 (3)	15 (2)	16 (4)	16 (2)	16 (2)
Maintain effectiveness of City's line-of-business software updates, patches, and audits.	Microsoft Windows	Weekly	Weekly	Weekly	Weekly	Weekly
	Microsoft Office	Weekly	Weekly	Weekly	Weekly	Weekly
	Various Line-of-Business Applications	Monthly	Monthly	Monthly	Monthly	Monthly
Protection of the City's IT infrastructure against cybersecurity threats.	Reporting & Review	Monthly	Monthly	Monthly	Monthly	Monthly
	Comprehensive Audits	Annually	Annually	Annually	Annually	Annually
	Security Breaches	0	0	0	0	0

Outcomes of Performance Measures:

<b>Operational Readiness</b>	The Information Technology function of the City provides a vital role in supporting the organization as a whole to ensure that the City can provide continued service to our community and customers.
<b>Organizational Effectiveness</b>	The City of Florence operates a variety of software solutions to provide various types of service to our community. Cohesive and integrated software management promotes efficient and effective delivery of services.
<b>Cybersecurity</b>	Like all sectors of business, the City becomes more reliant on technology each year. Ensuring that our systems and infrastructure are protected from threats is vital in ensuring our cybersecurity, protecting our customers, and continuing to provide uninterrupted services.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Completed RFP process for managed services provider.
- ✓ Onboarded with StepUp It Services, Inc. to provide user and network support.
- ✓ With StepUp's assistance, completed implementation of two-factor authorization to access the City's network.
- ✓ Assisted with the upgrade to the dispatch consoles in the Police Department's Communications Center.
- ✓ Completed installation of end-to-end fiber for City buildings, including the Florence Events Center.
- ✓ Upgraded network access switches as part of the network architecture continuity efforts.

## INFORMATION TECHNOLOGY SUMMARY

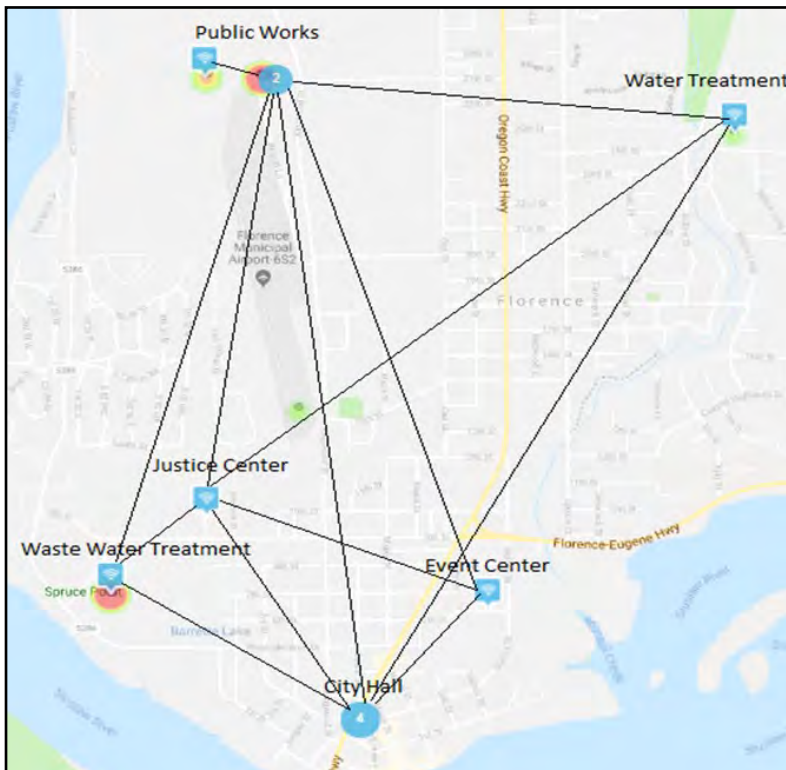
### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Information Technology	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	196,100	242,300	353,200	236,132	372,800		
Materials and Services	162,700	550,900	859,100	817,693	1,075,900		
<b>Information Technology - operating expenditures</b>	<b>358,800</b>	<b>793,200</b>	<b>1,212,300</b>	<b>1,053,825</b>	<b>1,448,700</b>		
Capital	179,300	111,800	40,000	105,928	135,500		
<b>Information Technology - non-operating expenditures</b>	<b>179,300</b>	<b>111,800</b>	<b>40,000</b>	<b>105,928</b>	<b>135,500</b>		
<b>Information Technology Total</b>	<b>538,100</b>	<b>905,000</b>	<b>1,252,300</b>	<b>1,159,753</b>	<b>1,584,200</b>		

### Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
IT Manager	1.0	1.0	1.0	1.0	1.0		
IT Technician	-	-	0.5	-	-		
IT Analyst	-	-	-	-	0.5		
<b>Total FTEs</b>	<b>1.0</b>	<b>1.0</b>	<b>1.5</b>	<b>1.0</b>	<b>1.5</b>	-	-

**City of Florence**  
**Redundant Mesh Network Technology Map**



[ Did you know? ]

*Computer workstations and phones aren't the only devices the City's Information Technology Program manages. Cell phones, tablets, camera systems, and wall display screens are now common devices used in day-to-day operations of the City.*

*Over 650 devices are supported over a network backbone of fiber optics, wireless, and hyper-converged private cloud server technologies across six staffed facilities.*



# MUNICIPAL COURT

The City of Florence operates a full-service Municipal Court including adjudication of cases typically processed by district courts, such as driving under influence and minor criminal cases that may result in jail time for convictions. It is through Municipal Court that many citizens come into contact with the judicial system, either as a defendant, victim, or witness. The Municipal Court staff provides equal access to a timely, fair, equitable, and cost-effective justice system. They facilitate the judicial process by administering the daily court business, schedule trial dates, handle all official correspondence, and oversee a wide-variety of criminal cases and violations. Materials and services expenditures provide for contract services for our Judge, Public Defenders, and a Prosecutor.

## FY 2023-25 Budget Highlights

- ◆ Focus on training of new lead Court Clerk to become efficient in the work flows and court process.
- ◆ Evaluating current operations of the court and implementing any updates to court procedures and processes.
- ◆ Recruitment of a second Court Clerk to cover assist in the day-to-day operations of the court, giving the court personnel the coverage to have continuity in the event of absences.
- ◆ Evaluation of the need for virtual court services moving forward, including assessing technology solutions.

## Goals & Work Plan Items Fiscal Biennium 2023-25

- Implementation of the e-conviction program for processing Department of Motor Vehicles (DMV) convictions electronically.
- Program implementation for collection of fines and fees through the Department of Revenue.
- Continued implementation of process improvement and modernization.

## Upcoming Capital Investments

- ◆ Update of the administrative and court room office furnishings and A/V equipment as needed.



Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Management and processing of cases submitted to the Municipal Court.	Total Cases Filed	1,212	1,057	2,635	1,698	1,698
	Misdemeanor Cases	469	406	1293	723	723
	Violations	743	651	1343	912	912
	Cases Closed	739	730	800	756	756
Efficient and timely scheduling of court cases and collection of fines.	Criminal Court Days	44	45	44	44	44
	Violation Court Days	40	42	41	41	41
	Fines Imposed	\$252,782	\$345,507	\$276,200	\$276,200	\$276,200
	Fines Collected	\$187,318	\$150,934	\$153,120	\$153,120	\$153,120

Outcomes of Performance Measures:

<b>Case Management and Processing</b>	Effectively managing the cases submitted to the Florence Municipal Court allows defendants to work through the local judicial system in an efficient manner, while providing a high level of service and care.
<b>Efficient Court Scheduling and Fine Collection</b>	Efficient management of the court schedule provides for equal access to a timely, fair, equitable, and cost-effective justice system. Through this efficient management of the Municipal Court, staff are able to assist defendants through the system while encouraging on-time payment of fines with the goal of closing cases timely.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Hired new Deputy Court Administrator.
- ✓ Began writing operating procedures for staffing shortages.
- ✓ Municipal Court resumed holding in-person trials.
- ✓ Upgraded payment processing solution.



GENERAL FUND | MUNICIPAL COURT  
**MUNICIPAL COURT SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
<b>Municipal Court</b>	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	238,792	270,272	321,600	232,161	406,900		
Materials and Services	289,915	312,895	352,200	277,824	386,400		
<b>Municipal Court - operating expenditures</b>	<b>528,706</b>	<b>583,167</b>	<b>673,800</b>	<b>509,985</b>	<b>793,300</b>		
Capital	-	-	-	-	-		
<b>Municipal Court - non-operating expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Municipal Court Total</b>	<b>528,706</b>	<b>583,167</b>	<b>673,800</b>	<b>509,985</b>	<b>793,300</b>		

**Staffing:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Court Administrator	-	1.0	1.0	-	-		
Deputy Court Administrator	-	-	-	-	1.0		
Senior Court Clerk	1.0	0.5	-	-	-		
Court Clerk (I, II)	1.0	0.5	1.0	1.0	1.0		
<b>Total FTEs</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>1.0</b>	<b>2.0</b>		



**Did you know?**

*The Florence Municipal Court is one of a few courts in the State of Oregon that is a court of record, where all proceedings are recorded. If an appeal is filed, the case will go directly to the Oregon Court of Appeals and not be retried in the Lane County Circuit Court.*





# NON-DEPARTMENTAL

*Non-departmental includes costs that are not directly associated with a particular department or its inclusion within that department. Due to variability in program costs, trend information may inadvertently be impacted. Included in the non-departmental budget is funding of outside agencies, transfers, contingencies, and items that benefit the City organization as a whole including emergency management.*

## FY 2023-25 Budget Highlights

- ◆ Facilities maintenance materials and supplies expenses for City Hall are located within Non-Departmental. Labor costs are found in the Public Works Administration Fund.
- ◆ Continued support of Siuslaw Outreach Services for the health and human services they provide to Florence as a partner of the Police Department.
- ◆ Funding for the Rhody Express, which is operated by River Cities Taxi, is included. City coordination of the transit program is managed by the Community Development Department in conjunction with Lane Transit District.
- ◆ Transfers include the Police Department's 9-1-1 Services share of costs at \$1,181,200.
- ◆ Transfers include all debt payments of the General Fund at \$122,300.

## Goals & Work Plan Items Fiscal Biennium 2023-25

- Continue coordination of Emergency Management function within the City.
- Continue to participate and lead efforts of the West Lane Emergency Operations Group (WLEOG).
- Coordinate with Lane County Emergency Management on the Florence Annex to the Lane County Natural Hazards Mitigation Plan Update.
- Develop welcoming community gateway signage (N,S,E).
- Pursue opportunities to support public electric vehicle charging options at City facilities and parks.

## Upcoming Capital Project

- ◆ Planning for Florence entry signage at Highway 101 north and south, and Highway 126.



Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Provide professional emergency management for the City of Florence and coordinate with our local partner agencies.	WLEOG Meetings Participated In	12	12	12	12	12
	Exercises Participated In	1	1	0	2	2
	Presentations Given	1	1	0	3	2

Outcomes of Performance Measures:

**Professional Emergency Management**

The City of Florence has taken on a leadership role in the regional emergency management coordination through Chairing the West Lane Emergency Operations Group (WLEOG). Through coordinating regional efforts and enhancing our internal preparedness for staff, the City has positioned our organization to better address natural and man-made emergency situations. Maintaining strong relationships with our local, regional, and state partners has enhanced our ability to prepare for such emergencies.



**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Continued to lead the emergency management coordination for West Lane Emergency Operations Group (WLEOG).
- ✓ Continued coordination of West Lane County emergency response to COVID-19 pandemic, served as incident command, and coordinated with Lane County Public Health to provide ongoing mass vaccination clinics through December 2022.
- ✓ Began work on the Florence Annex to the Lane County Natural Hazards Mitigation Plan Update.
- ✓ Initiated planning of the 2023 WLEOG Preparedness Expo for November 2023.
- ✓ Designed and planned construction of the staircase and retaining wall replacement on the east side of City Hall. Construction to begin mid-2023.

GENERAL FUND | NON-DEPARTMENTAL  
**NON-DEPARTMENTAL SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
<b>Non-departmental</b>	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Materials & services	734,853	260,690	250,800	250,810	330,700		
<b>Non-departmental - operating expenditures</b>	734,853	260,690	250,800	250,810	330,700		
Capital outlay	-	10,600	3,000	2,996	-		
Debt service	477,043	-	-	-	-		
Transfers	115,000	2,094,087	1,055,900	1,055,893	1,392,300		
<b>Non-departmental - non-operating expenditures</b>	592,043	2,104,687	1,058,900	1,058,890	1,392,300		
<b>Non-departmental Total</b>	1,326,896	2,365,377	1,309,700	1,309,700	1,723,000		



**Did you know?**

*The West Lane Emergency Operations Group was established in 2008 and is an intergovernmental agreement between the City of Florence, City of Dunes City, Siuslaw Valley Fire & Rescue, Western Lane Ambulance District, the Port of Siuslaw, PeaceHealth Peace Harbor Medical Center, and the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians Police Department.*





GENERAL FUND  
**CITY HALL**

.....  
*The City Hall program within the General Fund was used to account for facility operation and maintenance costs associated with City Hall. During the Fiscal Biennium 2019-2021, these expenditures moved to the Public Works Administration Fund. The information below is provided for historical purposes.*  
 .....

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
<b>City Hall</b>	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	119,111	-	-	-	-		
Materials & services	75,887	-	-	-	-		
<b>City Hall - operating expenditures</b>	194,998	-	-	-	-		
Capital outlay	3,162,755	-	-	-	-		
Debt service	308,200	-	-	-	-		
<b>City Hall - non-operating expenditures</b>	3,470,955	-	-	-	-		
<b>City Hall Total</b>	3,665,953	-	-	-	-		



# DEBT SERVICE

The Debt Service Fund accounts for all principal and interest debt payments, except the general obligation bond debt for water treatment plant improvements.

## FY 2023-25 Budget Highlights

- ◆ Fiscal biennium 2023-2025 principal payments total \$2,177,500.
- ◆ The outstanding debt balance as of June 30, 2023 is \$27.2 million.
- ◆ The \$150,000 full faith credit offering debt issuance comes due in full this biennium. Funds for this payment will come from FURA per the agreement between the City and FURA.
- ◆ Debt financing of \$2.86 million is expected to be issued this biennium to fund Parks, IT, FEC, and Stormwater project.

## Noteworthy Accomplishments Fiscal Biennium 2021-23

- ✓ Issued \$13.6 million in a Full Faith and Credit offering to fund several capital purchases and projects.
- ✓ Total City debt per capita at June 20, 2023 is \$2,842.



## DEBT SERVICE SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	948,096	599,800	531,000	382,548	691,100		
<b>Current year resources</b>							
Intergovernmental	753,009	800,000	1,239,000	813,793	1,079,500		
Miscellaneous	246,487	197,356	170,000	411,721	105,000		
Transfers	-	1,128,273	1,372,000	1,034,791	1,922,000		
Debt proceeds	3,300,000	-	-	-	-		
<b>Total current year resources</b>	<b>4,299,496</b>	<b>2,125,629</b>	<b>2,781,000</b>	<b>2,260,306</b>	<b>3,106,500</b>		
<b>Total resources</b>	<b>5,247,592</b>	<b>2,725,429</b>	<b>3,312,000</b>	<b>2,642,853</b>	<b>3,797,600</b>		
<b>Expenditures</b>							
Materials and services	1,255	1,710	1,700	1,342	600		
Capital outlay	-	60,503	-	-	-		
Debt service	4,646,537	2,280,668	2,829,000	2,049,265	3,227,400		
<b>Total expenditures</b>	<b>4,647,792</b>	<b>2,342,882</b>	<b>2,830,700</b>	<b>2,050,607</b>	<b>3,228,000</b>		
<b>Other requirements</b>							
Reserves: Debt service	-	-	481,300	-	569,600		
Contingency	-	-	-	-	-		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>481,300</b>	<b>-</b>	<b>569,600</b>		
<b>Total expenditures and other requirements</b>	<b>4,647,792</b>	<b>2,342,882</b>	<b>3,312,000</b>	<b>2,050,607</b>	<b>3,797,600</b>		

DEBT SERVICE | **DEBT SERVICE**

**Financial Summary:**

<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(348,296)	(217,252)	(49,700)	209,699	(121,500)		
Beginning fund balance	948,096	599,800	531,000	382,548	691,100		
<b>Ending fund balance</b>	<b>599,800</b>	<b>382,548</b>	<b>481,300</b>	<b>592,247</b>	<b>569,600</b>		



# GENERAL OBLIGATION DEBT SERVICE

The General Obligation Debt Fund accounts for payment of the general obligation bond, approved by the City's voters to fund the water treatment improvements in 2002, with a separate property tax levy.

## Noteworthy Accomplishments Fiscal Biennium 2021-23

- ✓ The last payment of \$165,825 was made in June 2022.
- ✓ The General Obligation Debt Service Fund was closed out after the final payment.



## GENERAL OBLIGATION DEBT SERVICE SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	144,425	103,772	69,900	69,695	-		
<b>Current year resources</b>							
Taxes	306,841	307,229	116,600	117,019	-		
Miscellaneous	11,856	4,165	-	-	-		
<b>Total current year resources</b>	<b>318,697</b>	<b>311,395</b>	<b>116,600</b>	<b>117,019</b>	<b>-</b>		
<b>Total resources</b>	<b>463,122</b>	<b>415,167</b>	<b>186,500</b>	<b>186,714</b>	<b>-</b>		
<b>Expenditures</b>							
Debt service	359,350	345,472	167,600	167,556	-		
<b>Total expenditures</b>	<b>359,350</b>	<b>345,472</b>	<b>167,600</b>	<b>167,556</b>	<b>-</b>		
<b>Other requirements</b>							
Contingency	-	-	-	-	-		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Total expenditures and other requirements</b>	<b>359,350</b>	<b>345,472</b>	<b>167,600</b>	<b>167,556</b>	<b>-</b>		

### Financial Summary:

Financial Summary	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(40,653)	(34,077)	(51,000)	(50,538)	-		
Beginning fund balance	144,425	103,772	69,900	69,695	-		
<b>Ending fund balance</b>	<b>103,772</b>	<b>69,695</b>	<b>18,900</b>	<b>19,157</b>	<b>-</b>		



# TRANSIENT LODGING TAX

The Lodging Tax Fund accounts for the collection of the City's portion of the transient lodging tax and its disbursement to the tourism marketing program with the Florence Chamber of Commerce (40%) and funding for the Florence Events Center (60%).

## FY 2023-25 Budget Highlights

- ◆ Lodging tax estimates for the 2023-25 biennium total \$1,172,900.
- ◆ Lodging tax disbursements are based on net tax receipts (less administrative fees of the State and City).
- ◆ Lodging tax has recovered losses sustained due to the COVID-19 pandemic.

## Noteworthy Accomplishments Fiscal Biennium 2021-23

- ✓ In 2021-22 receipts were \$72,900 more than in 2020-21.
- ✓ In October 2022, the State of Oregon Revenue Department began collecting the lodging tax on behalf of the City.
- ✓ The contract with the Florence Area Chamber of Commerce was extended for a two-year renewal period.

## TRANSIENT LODGING TAX SUMMARY

### Budget:

	2017-19 Actual	2019-21 Actual	2021-23 Budget	2021-23 BTD	2023-25 Proposed	2023-25 Approved	2023-25 Adopted
Beginning fund balance	69,610	82,349	100	19,662	24,400		
<b>Current year resources</b>							
Taxes	823,538	784,113	915,000	944,438	1,172,900		
Intergovernmental	-	-	68,800	-	-		
Miscellaneous	-	-	-	-	1,000		
<b>Total current year resources</b>	<b>823,538</b>	<b>784,113</b>	<b>983,800</b>	<b>944,438</b>	<b>1,173,900</b>		
<b>Total resources</b>	<b>893,148</b>	<b>866,463</b>	<b>983,900</b>	<b>964,100</b>	<b>1,198,300</b>		
<b>Expenditures</b>							
Materials and services	329,455	329,275	363,000	379,321	470,000		
Transfers	481,200	517,525	544,600	511,227	697,800		
<b>Total expenditures</b>	<b>810,655</b>	<b>846,800</b>	<b>907,600</b>	<b>890,548</b>	<b>1,167,800</b>		
<b>Other requirements</b>							
Contingency	-	-	76,300	-	30,500		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>76,300</b>	<b>-</b>	<b>30,500</b>		
<b>Total expenditures and other requirements</b>	<b>810,655</b>	<b>846,800</b>	<b>983,900</b>	<b>890,548</b>	<b>1,198,300</b>		

SPECIAL REVENUE FUND | **TRANSIENT LODGING TAX**

**Financial Summary:**

<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	12,883	(62,687)	76,200	53,891	6,100		
Beginning fund balance	69,610	82,349	100	19,662	24,400		
<b>Ending fund balance</b>	<b>82,493</b>	<b>19,662</b>	<b>76,300</b>	<b>73,553</b>	<b>30,500</b>		

# 9-1-1 SERVICES

The 9-1-1 Services Fund is used to account for revenue from the 9-1-1 telephone tax and user fees from various special districts for the operation of the Western Lane County Public Safety Answering Point (PSAP). The 9-1-1 PSAP is a self-contained fund with personnel and other expenditures related to PSAP operations, all reported with revenues. Funds are transferred from the General Fund to pay for the City's share of the operations.

The Communications Center of the Florence Police Department operates as the Western Lane 911 Public Safety Answering Point (PSAP), one of three PSAPs within Lane County and one of the forty-three within the State. Our area of responsibility covers over 700 square miles and has a year round population of over 18,000 residents.

## FY 2023-25 Budget Highlights

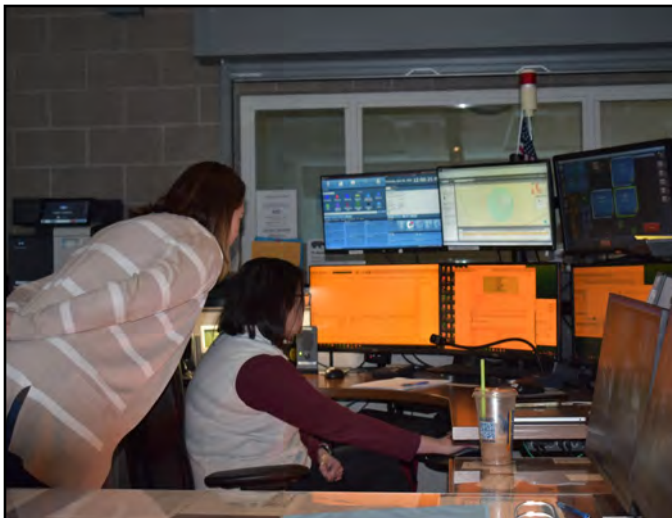
- ◆ Continued contributions from our partner agencies of the West Lane 911 PSAP.
- ◆ The 2023-25 budget includes the addition of a Chief Communications Officer (CCO), who will oversee the seven Communications Officers.

## Goals & Work Plan Items Fiscal Biennium 2023-25

- Maintain Compliance with Criminal Justice Information Services (CJIS) and Federal Crime Reporting.
- Re-establish first line supervision for the Communication Center.

## Upcoming Capital Investments

- ◆ Purchase of a radio consolette for the Florence Police Department radio frequency.



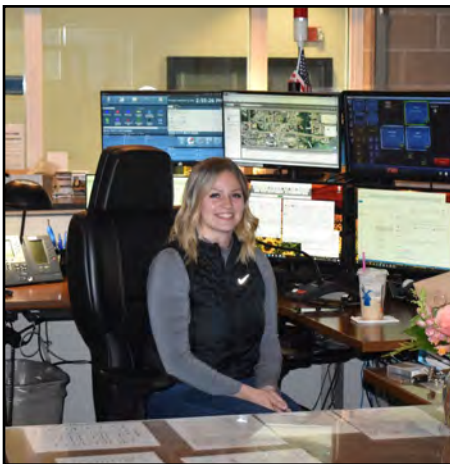
Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Provide essential public safety communications support to the City and our partner agencies.	Case Numbers Assigned	10,966	10,875	12,000	12,000	12,000
	MCR Team Dispatched Calls	264	536	546	556	576
	Number of Alarm Calls	320	362	419	419	419
	Total 911 Calls for Service	8,022	8,016	7,900	8,100	8,100

Outcomes of Performance Measures:

**Essential Public Safety Communications** The Communications Division of the Florence Police Department provides essential resources to the City and our partner agencies through the West Lane 911 Public Safety Answering Point (PSAP). The Communications Officers provide 24/7 support to all emergency response agencies in west Lane County through the non-emergency line, 911 calls, and in person contacts to assist in providing emergency services to the community.

911 Calls for Service by Agency



Agency	2020	2021	2022	2022 Percentage of Total Calls
Florence Police	2,304	2,329	1,863	19.53%
Siuslaw Valley Fire & Rescue	720	897	750	7.86%
Mapleton Fire/QRT	48	62	63	0.66%
Swishhome/Deadwood Fire	42	65	52	0.55%
Western Lane Ambulance	2,469	2,571	2,577	27.02%
Confederated Tribes	1	1	1	0.01%
Non User Group Agencies	1,473	2,282	2,210	23.17%
<b>Totals</b>	<b>9,077</b>	<b>10,228</b>	<b>9,538</b>	<b>100.00%</b>

Noteworthy Accomplishments Fiscal Biennium 2021-23

- ✓ Worked with Western Lane Fire & EMS Authority and ODOT to update and install new radio repeater system and added a repeater site on Glenada Hill. The City of Florence received a grant from the USDA for approximately \$68,363 to assist with this purchase.
- ✓ Updated the VESTA 911 system. The project cost \$314,000, which was paid for by Oregon Office of Emergency Management.
- ✓ We repaired and updated our back up 911 center located at the main fire station.



## 9-1-1 SERVICES SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	144,999	368,411	460,900	485,367	580,600		
<b>Current year resources</b>							
Intergovernmental	206,582	221,937	349,200	327,880	510,000		
Charges for services	325,196	183,977	443,400	298,967	299,900		
Miscellaneous	3,837	9,060	2,000	11,444	3,000		
Transfers	1,087,100	1,417,000	1,094,000	957,250	1,181,200		
<b>Total current year resources</b>	<b>1,622,714</b>	<b>1,831,974</b>	<b>1,888,600</b>	<b>1,595,541</b>	<b>1,994,100</b>		
<b>Total resources</b>	<b>1,767,713</b>	<b>2,200,385</b>	<b>2,349,500</b>	<b>2,080,908</b>	<b>2,574,700</b>		
<b>Expenditures</b>							
Personnel	1,023,800	1,181,951	1,328,200	1,125,700	1,604,200		
Materials and services	110,202	215,742	441,800	359,860	435,400		
Capital outlay	-	42,324	260,000	131,944	90,000		
Transfers	265,300	275,000	-	-	-		
<b>Total expenditures</b>	<b>1,399,302</b>	<b>1,715,017</b>	<b>2,030,000</b>	<b>1,617,504</b>	<b>2,129,600</b>		
<b>Other requirements</b>							
Reserves: Capital	-	-	30,000	-	63,000		
Contingency	-	-	289,500	-	382,100		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>319,500</b>	<b>-</b>	<b>445,100</b>		
<b>Total expenditures and other requirements</b>	<b>1,399,302</b>	<b>1,715,017</b>	<b>2,349,500</b>	<b>1,617,504</b>	<b>2,574,700</b>		



### Did you know?

*The West Lane Communications Center dispatches for 5 different Public Safety agencies in the region.*

*The West Lane Communications Center dispatches for over 700 square miles.*

*The communications center provides dispatch services for Western Lane Crisis Response (WLCR). This biennium we have dispatched over 900 calls for WLCR.*

**SPECIAL REVENUE FUND | 9-1-1 SERVICES**

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	223,412	116,957	(141,400)	(21,962)	(135,500)		
Beginning fund balance	144,999	368,411	460,900	485,367	580,600		
<b>Ending fund balance</b>	<b>368,411</b>	<b>485,367</b>	<b>319,500</b>	<b>463,405</b>	<b>445,100</b>		
<b>Fund Balance Analysis</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Desired minimum fund balance - 60 days	116,600	139,400	147,500	123,800	170,000		
Fund balance above/(below)	251,811	345,967	172,000	339,605	275,100		
Fund balance within policy	Y	Y	Y	Y	Y		

**Staffing:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Position:							
Chief Communications Officer	-	-	-	-	1.0		
Communications Officers	7.0	7.0	7.0	6.0	7.0		
<b>Total FTEs</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>6.0</b>	<b>8.0</b>	<b>-</b>	<b>-</b>



# AIRPORT

The Florence Municipal Airport (FAA ID 6S2) is a Category IV general aviation airport located on approximately 139.77 acres at 2001 Airport Way. The Airport features a 60 x 3,000-foot paved and lighted runway; parallel taxiway; helicopter parking area; self-serve fuel (100LL and Jet A) which is available 24 hours, 7 days a week; Automated Weather Observing Station (AWOS) system; 18 aircraft tie downs; two business aircraft parking positions; a gas/electric hybrid courtesy car and bicycles are available for transient pilot and passenger use.

The airport provides a safe and functional general aviation airport facility while continuing to perform maintenance that complies with Federal Aviation Administration (FAA) safety standards.

## FY 2023-25 Budget Highlights

- ◆ Completion of the Florence Airport Pavement Rehabilitation project. This project includes slurry seal coating, asphalt patching, crack sealing, and pavement markings for the runway, taxiway, taxi lanes and apron. This is a FAA funded project and is anticipated to be fully funded with no local match requirement.
- ◆ Development of Lingcod Court, located on airport property off of Kingwood Street. This project is dependent upon grants and development. The project will provide developed lots for business opportunities to the community. The proceeds from property sales and leases in the business park support the airport for future expansion and capital projects.
- ◆ Fuel purchases budgeted in the amount of \$143,500 represents twenty-seven percent (27%) of the biennium budget for Maintenance and Services.
- ◆ Transfer to PW Admin (\$213,800) and General Fund Admin (\$53,700) to recognize contributions made by City staff in these areas, including professional management of airport, maintenance of the fuel farm and grounds. This will be the first time in many years that the airport has been able to pay its full allocation towards these costs.
- ◆ Airport will be receiving an additional \$36,320 in land leases for the fueling site property on Kingwood starting in FY25.

## Goals & Work Plan Items Fiscal Biennium 2023-25

- Research opportunities for grants to develop Airport Memorial Gateway Project.
- Support the community efforts to restart the Wings & Wheels event.
- Complete the airport office building remodel to address siding and window issues.
- Complete Runway/Taxi Lane/Apron/Taxiway sealcoat project.

## Upcoming Capital Investments

- ◆ Completion of the Florence Airport Pavement Rehabilitation project.
- ◆ Development of Lingcod Court (dependent upon grant or developer contributions).



Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Support, maintain, and increase efficiency and effectiveness of airport operations.	Acreage of turf mowed	24	24	24	24	24
	Acreage of invasive weed control	139.77	139.77	139.77	139.77	139.77
	QA/QC performed on airport fuel and fueling systems	272	300	300	300	300
	Runway light checks	261*	300	300	365	365
Develop sustainable revenue to fund airport operations.	Number of Pacific View Business Park leased lots contributing towards airport operations	8**	8	8	8	9
	Number of lot sales in the Pacific View Business Park	2	0	0	1	1

Outcomes of Performance Measures:

Maintain the Airport to FAA and State Standards	Continuous maintenance of the Florence Municipal Airport and related assets (AWOS, fueling, lights, runway, taxiway, apron, windsock, office, and grounds maintenance equipment) improves the appearance, condition, and operations of the airport, as well as contributes to the economic development efforts of the City.
Sustainable Airport Funding	Long-term leases and sales of lots in the Pacific View Business Park provide on-going and one-time revenue to the Florence Municipal Airport to support operations and capital improvements.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Completed the installation of the Automated Weather Observation System (AWOS) and closed out the FAA grant for the \$500,000 project.
- ✓ Completed crack sealing of the runway, taxiway and apron, including new markings. This project was funded and managed by the Oregon Department of Aviation under their pavement management program.

- \* Reduction in runway light daily checks is a result of the pandemic.
- \*\* Actual number of lots lease corrected from the 2021-23 published budget due to the withdrawal of Heceta Self Storage project.



**Did you know?**

Airports are vital to communities because they act as a gateway for fast intercity or interstate travel. The Florence Municipal Airport has a positive effect on our local economy. The UPS plane, known as Ameriflight, carries overnight deliveries touches down on the airport's 3,000-foot runway every day!

The Florence Public Works Director serves as the manager of the airport and provides professional management and oversight of the airport, while Public Works staff provide the day-to-day maintenance of the airport as part of their duties.

SPECIAL REVENUE FUND | AIRPORT

**AIRPORT**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	39,117	54,685	15,500	(86,696)	308,900		
<b>Current year resources</b>							
Intergovernmental	1,009,096	110,841	613,500	661,731	1,789,000		
Charges for services	238,304	239,470	240,200	247,252	321,100		
Miscellaneous	121,554	28,792	275,400	239,612	122,600		
<b>Total current year resources</b>	<b>1,368,953</b>	<b>379,103</b>	<b>1,129,100</b>	<b>1,148,595</b>	<b>2,232,700</b>		
<b>Total resources</b>	<b>1,408,070</b>	<b>433,788</b>	<b>1,144,600</b>	<b>1,061,898</b>	<b>2,541,600</b>		
<b>Expenditures</b>							
Materials and services	210,806	273,884	369,600	355,748	538,200		
Capital outlay	1,087,779	246,600	600,000	518,409	1,800,000		
Transfers	54,800	-	-	-	-		
<b>Total expenditures</b>	<b>1,353,385</b>	<b>520,484</b>	<b>969,600</b>	<b>874,157</b>	<b>2,338,200</b>		
<b>Other requirements</b>							
Contingency	-	-	175,000	-	203,400		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>175,000</b>	<b>-</b>	<b>203,400</b>		
<b>Total expenditures and other requirements</b>	<b>1,353,385</b>	<b>520,484</b>	<b>1,144,600</b>	<b>874,157</b>	<b>2,541,600</b>		

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	15,568	(141,381)	159,500	274,437	(105,500)		
Beginning fund balance	39,117	54,685	15,500	(86,696)	308,900		
<b>Ending fund balance</b>	<b>54,685</b>	<b>(86,696)</b>	<b>175,000</b>	<b>187,741</b>	<b>203,400</b>		
<b>Fund Balance Analysis</b>							
	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Desired minimum fund balance - 60 days	112,800	43,400	80,800	72,800	194,900		
Fund balance above/(below)	(58,115)	(130,096)	94,200	114,941	8,500		
Fund balance within policy	N	N	Y	Y	Y		





# STREETS

*The City of Florence Streets Division, within the Public Works Department, is responsible for providing a transportation system that is safe for pedestrians, bicyclists, and the motoring public. It is the mission of the Division to provide a safe and efficient multi-modal transportation system, including sidewalks and multi-use paths.*

*The City of Florence has 41.14 center lane miles (82.44 lane miles) of streets to maintain. All 41.14 center lane miles of paved streets were evaluated in accordance with MTC (Metropolitan Transportation Commission) standards and our database was updated with the inspection data in December 2022. Two years later, even though we complete annual chip and fog seal treatments to our street network, as streets age their PCI rating also begins to decrease. Currently, our average Pavement Condition Index (PCI) has been calculated at 74. Using a 0-100 PCI scale, with 100 being new streets or most favorable rating, a rating of 74 places the City's street network in the 'good' condition category.*

## FY 2023-25 Budget Highlights

- ◆ Revenues to support the Streets Division primarily come from street utility fees and state highway apportionment (State gas tax). The City of Florence does not have a local fuel tax.
- ◆ Revenue forecasts assume a 5.8% rate increase effective May 1, 2023, and a 5% rate increase in FY 2025.
- ◆ Completion of the Rhododendron Drive roadway realignment project between Wildwinds and 35th streets, including the construction of a separated multi-use path.
- ◆ Annual hot oil chip/fog seal program at \$100,000 per year.
- ◆ Safe Routes to School project along 35th Street from Hwy 101 to Rolling Dunes Park.
- ◆ Construction of the first phase of the Siuslaw Estuary Trail project.
- ◆ Engineering and design services for the Quince Street improvement project between Harbor St. and 8th St.
- ◆ Paving of 35th Street between Hwy 101 and Pine St.
- ◆ Due to supply chain issues, the heavy equipment ordered during FY2021-23 biennium will be carried over for the trailer and dump truck.
- ◆ Continuation of \$5,000 per year in funding to Siuslaw Outreach Services for assistance to financially distressed customers.

## Goals & Work Plan Items Fiscal Biennium 2023-25

- Continue the update process for the City's Transportation Systems Plan.
- Reconstruct Rhododendron Drive – Wildwinds to 35th including realignment, separated multiuse path and improve overlook/parking.
- Annual Chip/Fog seal program.
- Seek Safe Routes to School grants to extend sidewalks along 35th from Hwy 101 to Rolling Dunes Park.
- Pavement Preservation: 35th Street Pine to Hwy 101
- Master planning for future updates to the Old Town area.
- Plan and implementation of larger street projects.
- Develop approach and funding to address deferred street maintenance and preservation.
- Enhance pedestrian and ADA crossing opportunity on Nopal and Bay Streets.

## Upcoming Capital Investments

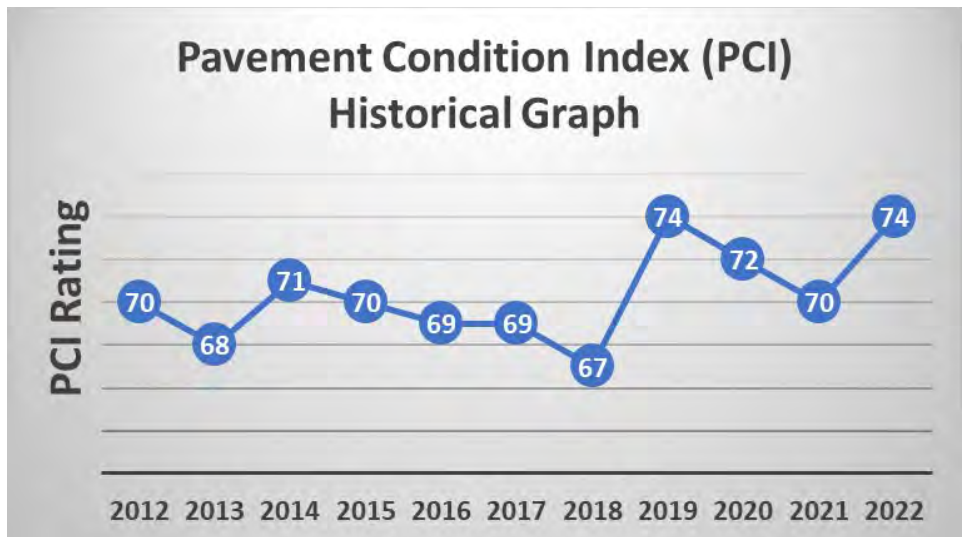
Capital projects in Streets are planned projects from the Capital Improvement Plan (CIP) and the Transportation System Plan.

- ◆ Reconstruct Rhododendron Drive Wildwinds to 35th Street including realignment, separated multi-use path, and improving the Siuslaw River overlook/parking area.
- ◆ Completion of Siuslaw Estuary Trail, Phase 1.
- ◆ Design and construction of Safe Routes to School project along 35th Street between Hwy 101 and Rolling Dunes Park.
- ◆ Street Preservation Program (grind/inlays), including 35th Street between Hwy 101 and Pine Street.
- ◆ Engineering design of improvements along Quince Street between Harbor and 8th streets.
- ◆ Annual Chip/Fog Seals.
- ◆ Equipment Purchases & Replacements:
  - Replacement of street utility/service truck.
  - Purchase of new heavy equipment trailer (carry over due to supply chain issues).
  - Purchase of new dump truck (carry over due to supply chain issues).



Condition Class	PCI Range	Arterial	Collector	Residential	Total
Good (I)	70-100	19.0%	11.0%	41.0%	71.0%
Fair (II/III)	50-70	2.0%	3.0%	16.0%	21.0%
Poor (IV)	25-50	2.0%	1.0%	2.0%	5.0%
Very Poor (V)	0-25	0.0%	0.0%	0.0%	0.0%
Lane Miles		18.81	12.57	51.06	82.44

The City has used a number of tools available to address deferred maintenance of the street network over the past several years. This includes grind/inlays, chip/fog seal treatments, crack sealing, and reconstruction of roadways. Below is historical street network PCI from 2012 to present:



Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Maintain roads and right of way to the highest quality standards.	City-wide average PCI rating	70	70	74	74	75
	Lane miles chip/fog sealed	1.3	1.5	1.9	2.7	1.5
	Miles of right of way mowed	14.13	14.13	14.13	16.00	16.00
Maintain signage for safety.	Number of signs inspected, cleaned, or replaced	450	450	500	500	500
Maintain street striping for safety.	Miles of streets restriped	15	30	0	30	0
	Number of thermo-plastic street legends installed or replaced	5	10	10	15	15

Outcomes of Performance Measures:

<b>High Quality Roads and Right of Way Standards</b>	Continuously maintaining the 82.44 street lane miles and right of way in the City’s street system to the highest possible standard within the available budget enhances the quality and livability of the community.
<b>Signage for Safety</b>	Ensuring adequate and legible signage within the street system enhances the safety of City streets for pedestrians, bicyclists, and motorists.
<b>Street Striping for Safety</b>	Maintenance of the City street system includes ensuring visible striping of the major roadways throughout the community. Annual striping programs provide safe streets for pedestrians, bicyclists, and motorists.

\* *The City of Florence contracts with Lane County Public Works to perform annual street striping within the City limits. Due to County staffing and equipment limitations, Lane County Public Works reduced their contract work to once every two years for striping operations.*

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Completion of the 9th Street Roadway and Water Improvements project between Rhododendron Drive and Kingwood Street.
- ✓ Completed the engineering design for the Rhododendron Drive Realignment project.
- ✓ Completed \$253,963 in hot oil chip/fog seals during the biennium.
- ✓ Purchased and received new CAT 420 backhoe.
- ✓ Completed a small roadway extension project (Xylo Street).
- ✓ Received Recreational Trails Program grant from Oregon Parks and Recreation Department for the Siuslaw Estuary Trail.
- ✓ Completed the Safe Routes to School Oak Street crosswalk and ADA improvements.
- ✓ Successfully obtained the remaining portion of Rhododendron Drive north of Sebastian Street to the current City limits, including a portion of 4th Avenue, in a jurisdictional transfer from Lane County.
- ✓ Submitted a joint application with Lane County for an Oregon Community Paths Program Project Refinement grant for separated multi-use paths along Rhododendron Drive and Heceta Beach Road.

**STREETS SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	142,245	383,404	129,200	(80,600)	169,100		
<b>Current year resources</b>							
Intergovernmental	1,240,219	1,633,752	5,134,500	2,443,287	2,521,600		
Franchise fees	129,409	198,219	188,000	204,644	217,000		
Charges for services	809,924	966,495	976,100	838,183	1,039,300		
Miscellaneous	50,901	154,452	4,800	81,880	14,000		
Transfers	228,000	480,000	180,000	157,500	100,000		
Debt proceeds	-	-	2,500,000	-	4,500,000		
<b>Total current year resources</b>	<b>2,458,453</b>	<b>3,432,918</b>	<b>8,983,400</b>	<b>3,725,494</b>	<b>8,391,900</b>		
<b>Total resources</b>	<b>2,600,698</b>	<b>3,816,322</b>	<b>9,112,600</b>	<b>3,644,894</b>	<b>8,561,000</b>		
<b>Expenditures</b>							
Personnel	145,050	146,948	139,400	73,268	133,700		
Materials and services	550,189	1,306,253	1,390,300	1,241,443	1,588,200		
Capital outlay	376,245	1,860,299	6,062,700	1,860,252	5,425,000		
Transfers	662,000	583,422	773,900	606,733	1,279,800		
Debt service	483,810	-	-	-	-		
<b>Total expenditures</b>	<b>2,217,295</b>	<b>3,896,922</b>	<b>8,366,300</b>	<b>3,781,696</b>	<b>8,426,700</b>		
<b>Other requirements</b>							
Contingency	-	-	746,300	-	134,300		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>746,300</b>	<b>-</b>	<b>134,300</b>		
<b>Total expenditures and other requirements</b>	<b>2,217,295</b>	<b>3,896,922</b>	<b>9,112,600</b>	<b>3,781,696</b>	<b>8,561,000</b>		



**Did you know?**

Street repairs are scheduled based on a variety of factors, including the amount of damage, use of the street, availability of funds and time of year. Repairs are typically performed on arterial and collector streets where vehicle loads include heavy vehicles and commercial truck traffic.

Florence’s street system is an extensive network of various types of traveling surfaces under the City’s jurisdiction. The street transportation system in Florence consists of 41.14 center lane miles of paved streets. Our street network represents a \$102 million investment, which amounts to the City’s most expensive public asset.

Historically and in many modern uses, “roads” means to connect two distant places like towns, while “streets” are paved routes within cities that are lined with buildings and used more frequently.



**SPECIAL REVENUE FUND | STREETS**

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	241,159	(464,004)	617,100	(56,202)	(34,800)		
Beginning fund balance	142,245	383,404	129,200	(80,600)	169,100		
<b>Ending fund balance</b>	<b>383,404</b>	<b>(80,600)</b>	<b>746,300</b>	<b>(136,801)</b>	<b>134,300</b>		
<b>Fund Balance Analysis</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Desired minimum fund balance - 60 days	226,200	242,200	255,000	219,100	287,000		
One years debt service	483,810	291,711	386,950	303,366	639,900		
Major repair	50,000	50,000	50,000	50,000	50,000		
Total minimum fund balance	760,010	583,911	691,950	572,466	976,900		
Fund balance above/(below)	(376,607)	(664,511)	54,350	(709,268)	(842,600)		
Fund balance within policy	N	N	Y	N	N		

**Staffing:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Position:							
Utility Worker (I, II, Lead, Senior Lead)	1.0	1.0	1.0	1.0	1.0		
<b>Total FTEs</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	-	-



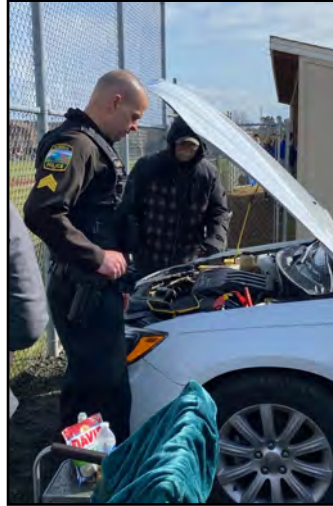


# AMERICAN RESCUE PLAN ACT OF 2021 (ARPA) FUND

The American Rescue Plan Act of 2021 (ARPA), also called the COVID-19 Stimulus Package or American Rescue Plan, is a \$1.9 trillion economic stimulus bill passed by the 117th United States Congress and signed into law by the President on March 11, 2021. It is estimated that the City of Florence will receive \$1.8 million in funds through the State of Oregon in two payments. This fund accounts for those funds and the projects funded by ARPA dollars.

## FY 2023-25 Budget Highlights

- ◆ Received \$2,032,600 under the American Rescue Plan Act distribution.
- ◆ Designated and used \$1,478,400 to supplement various funds resources.
- ◆ Retained \$568,200 for Old Town capital investment.
- ◆ Completed all reporting requirements on time per requirements of the Act.
- ◆ A planned closeout of the Fund.



## Upcoming Capital Investments

- ◆ Master planning for future transportation updates to the Old Town area, including vehicular flow, alley incorporation, sidewalk and ADA updates, and parking.

## Goals & Work Plan Items Fiscal Biennium 2023-25

- Obligate remaining funds by December 31, 2024.
- Expend all funds by December 31, 2026.



## ARPA SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	-	-	-	-	566,900		
<b>Current year resources</b>							
Intergovernmental	-	-	1,800,000	2,032,574	-		
Miscellaneous	-	-	2,500	14,021	4,000		
<b>Total current year resources</b>	-	-	1,802,500	2,046,595	4,000		
<b>Total resources</b>	-	-	1,802,500	2,046,595	570,900		
<b>Expenditures</b>							
Materials and services	-	-	621,200	1,478,400	-		
Capital Outlay	-	-	100,000	-	570,900		
<b>Total expenditures</b>	-	-	721,200	1,478,400	570,900		
<b>Other requirements</b>							
Contingency	-	-	1,081,300	-	-		
<b>Total other requirements</b>	-	-	1,081,300	-	-		
<b>Total expenditures and other requirements</b>	-	-	1,802,500	1,478,400	570,900		

### Financial Summary:

Financial Summary	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	-	-	1,081,300	568,195	(566,900)		
Beginning fund balance	-	-	-	-	566,900		
<b>Ending fund balance</b>	-	-	1,081,300	568,195	-		



### Did you know?

The Act was signed into law on March 11, 2021, exactly one year after COVID was declared a pandemic by the World Health Organization.

# BUILDING

The Building Division of the Community Development Department is responsible for administering all functions related to the execution of State Building Code regulations. Personnel process applications, review plans, issue building permits, perform inspections, and issue final occupancy permits. Staff processes and manages construction excise tax collection for the Siuslaw School District. Staff also process requests for and payments of systems development charges, public infrastructure improvements, and connections when associated with a construction project. They also work with the public to explain complex building codes and system development requirements. In addition, the staff processes sign permits, assigns addresses, reviews street naming requests, and participates in the Western Lane Emergency Operations Group.

The Building Fund was created in Fiscal Biennium 2023-25 due to ORS 455.202 (6), which requires all building programs that procure services from a contract building official shall have an independent audit of the program at least once every two years. Previously, the Building Division was accounted for within the Community Development Program in the General Fund. For historical purposes, previous biennium information can still be found in the General Fund on page 67.

## FY 2023-25 Budget Highlights

- ◆ Building moved from the General Fund to its own special revenue fund.
- ◆ Future fee increases are anticipated while the new fund is monitored for sustainability.

## Goals & Work Plan Items Fiscal Biennium 2023-25

- Analyze and implement technical and operational needs for the Building Department
- Objective Update contract for Building Inspection and Building Official services.
- Objective Design and implement community education and outreach program on building safety and permitting.
- Objective Update Florence City Code Title 4, Chapter 5 – Abatement of Dangerous Buildings.
- Objective Establish Short Term Rental pre-inspection program and fee.
- Objective Review and update sign code.



## Upcoming Capital Investments

- ◆ The Building Fund will move toward saving for replacement of Ford Ranger.

Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
<b>Provide professional and timely building inspection and permitting services for developers, business and property owners.</b>	Number of dwelling building permits issued.	46	38	48	46	48
	Number of new commercial building permits issued	5	3	5	3	4
	Number of dwelling remodel permits issued	20	24	16	15	18
	Number of sign permits issued	21	9	18	12	15
	Number of inspections performed	2,438	1,717	1,723	2,400	2,600
<b>Provide community education about hazards and other building code related items.</b>	Number of newsletter articles provided	2	1	2	4	4
	Number of community events staffed	3	1	2	2	2
	Number of community presentations made	1	0	1	1	1

Outcomes of Performance Measures:

**Professional and Timely Building Inspections and Permitting Services** The Building Division of Community Development is committed to assisting the public, business owners, and developers navigate the inspection and permitting process. Through pre-development meetings, over-the-counter contacts, and processing applications, they work with citizens and contractors to make their projects successful, while following City and Building Codes established to enhance the livability and quality of life in Florence, as well as to protect the safety of the community.

**Community Education** The City of Florence is committed to providing education to the public on City and Building Code related items. Through education, the City is able to encourage adherence with requirements throughout the lifecycle of an application and construction, as well as encourage compliance prior to a violation.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Building Permit Fees increased December 2022, effective January 2023, for the first time since 2005—18 years.
- ✓ Purchased radio for emergency building inspection go-kit.
- ✓ Updated Building Inspection Service program to implement new state rules for contracted services.
- ✓ Recruited for and trained new Building Permit Technician in anticipation of long-time staff member retirement.



## BUILDING SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	-	-	-	-	-		
<b>Current year resources</b>							
Miscellaneous	-	-	-	-	24,000		
Licenses and permits	-	-	-	-	781,000		
Transfers	-	-	-	-	88,800		
<b>Total current year resources</b>	-	-	-	-	893,800		
<b>Total resources</b>	-	-	-	-	893,800		
<b>Expenditures</b>							
Personnel	-	-	-	-	162,600		
Materials and services	-	-	-	-	656,500		
<b>Total expenditures</b>	-	-	-	-	819,100		
<b>Other requirements</b>							
Contingency	-	-	-	-	74,700		
<b>Total other requirements</b>	-	-	-	-	74,700		
<b>Total expenditures and other requirements</b>	-	-	-	-	893,800		

### Did you know?

*Two of the three Building Division staff members retired in 2022, one full-time City staff member and one part-time contract inspector.*

*For every permit issued the contractor is checked for proper licensing through the Construction Contractor's Board (CCB).*

*The state fines unlicensed contractors and the property owner \$5,000 each per incident.*

*Unpermitted work decreases the value of the structure.*

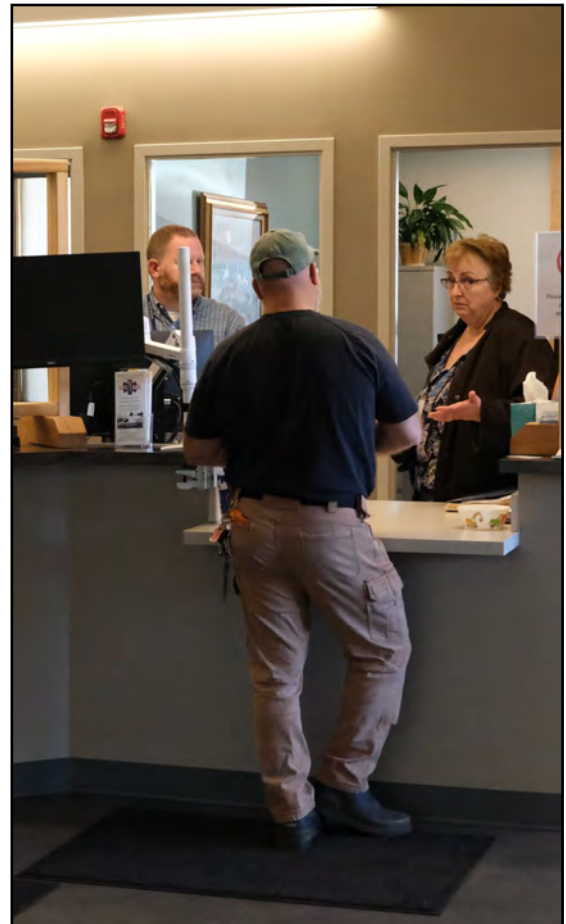


**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	-	-	-	-	74,700		
Beginning fund balance	-	-	-	-	-		
<b>Ending fund balance</b>	-	-	-	-	<b>74,700</b>		
<b>Fund Balance Analysis</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Desired minimum fund balance - 60 days	-	-	-	-	68,300		
Fund balance above/(below)	-	-	-	-	6,400		
Fund balance within policy	N	N	N	N	Y		

**Staffing:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Position:							
Building Technician (I, II)	-	-	-	-	1.0		
<b>Total FTEs</b>	-	-	-	-	<b>1.0</b>	-	-





# FLORENCE EVENTS CENTER

The Florence Events Center (FEC) is a City-owned and operated 21,000 sq. ft. convention and performing arts center featuring a 455 seat theater. The FEC provides full service catering and event logistics. Completed in 1996, the FEC is the only facility of its size serving a community with a population less than 20,000 in Oregon.

In the 2023-25 biennium, the FEC fund has been split into four divisions for better tracking of expenditures based on program. The four divisions include Administration, Food and Beverage, Event Management, and Operations.



## FY 2023-25 Budget Highlights

- ◆ Facility planning for the existing FEC building and future expansion opportunities will continue.
- ◆ The FEC is fully staffed and staff are continuing their training.
- ◆ Modernization of operations and policies will continue.
- ◆ Updates to marketing strategies, branding, website, and communications will work to modernize the look and feel of the FEC brand.
- ◆ Working on growth of FEC programs and services.



ENTERPRISE FUND | FLORENCE EVENTS CENTER  
**FLORENCE EVENTS CENTER SUMMARY**

**Budget:**

*Beginning with FY2022-23, the Event Center Fund was split into four divisions. The 2023-25 biennium reflects the new configuration and is the first full biennium under the new system. Historical information is demonstrated below in the line items "Events Center (2017-2021)."*

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	393,082	466,692	398,600	446,121	352,700		
<b>Current year resources</b>							
Intergovernmental	226,083	288,007	467,700	479,079	305,000		
Charges for services	728,628	317,853	581,200	627,293	1,315,200		
Miscellaneous	127,221	49,760	64,000	67,857	85,000		
Transfers	596,200	517,525	544,600	511,227	697,800		
Debt proceeds	-	-	1,200,000	-	825,000		
<b>Total current year resources</b>	<b>1,678,133</b>	<b>1,173,146</b>	<b>2,857,500</b>	<b>1,685,455</b>	<b>3,228,000</b>		
<b>Total resources</b>	<b>2,071,215</b>	<b>1,639,837</b>	<b>3,256,100</b>	<b>2,131,576</b>	<b>3,580,700</b>		
<b>Expenditures</b>							
Administration	-	-	-	522,536	1,068,100		
Food & Beverage	-	-	-	301,675	635,300		
Event Management	-	-	-	292,640	421,500		
Operations	-	-	-	332,168	359,100		
Events Center (2017 - 2021)	1,367,279	1,113,714	1,781,500	-	-		
<b>Operating expenditures</b>	<b>1,367,279</b>	<b>1,113,714</b>	<b>1,781,500</b>	<b>1,449,019</b>	<b>2,484,000</b>		
<b>Capital Outlay</b>							
Administration	-	-	-	20,600	600,000		
Food & Beverage	-	-	-	2,779	65,000		
Event Management	-	-	-	-	-		
Operations	-	-	-	-	160,000		
Events Center (2017 - 2021)	120,744	80,003	1,162,000	-	-		
<b>Capital Outlay</b>	<b>120,744</b>	<b>80,003</b>	<b>1,162,000</b>	<b>23,379</b>	<b>825,000</b>		
<b>Debt Service</b>							
Events Center (2017 - 2021)	-	-	95,000	-	-		
<b>Debt Service</b>	<b>-</b>	<b>-</b>	<b>95,000</b>	<b>-</b>	<b>-</b>		
<b>Transfers</b>							
Events Center (2017 - 2021)	116,500	-	-	-	-		
<b>Transfers</b>	<b>116,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Total Expenditures</b>	<b>1,604,523</b>	<b>1,193,717</b>	<b>3,038,500</b>	<b>1,472,398</b>	<b>3,309,000</b>		
<b>Other requirements</b>							
Contingency	-	-	217,600	-	271,700		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>217,600</b>	<b>-</b>	<b>271,700</b>		
<b>Total expenditures and other requirements</b>	<b>1,604,523</b>	<b>1,193,717</b>	<b>3,256,100</b>	<b>1,472,398</b>	<b>3,580,700</b>		

**ENTERPRISE FUND | FLORENCE EVENTS CENTER**

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	73,610	(20,571)	(181,000)	213,057	(81,000)		
Beginning fund balance	393,082	466,692	398,600	446,121	352,700		
<b>Ending fund balance</b>	<b>466,692</b>	<b>446,121</b>	<b>217,600</b>	<b>659,178</b>	<b>271,700</b>		
<b>Fund Balance Analysis</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Desired minimum fund balance - 60 days + \$50,000	173,600	142,800	206,400	170,800	257,000		
Fund balance above/(below)	293,092	303,321	11,200	488,378	14,700		
Fund balance within policy	Y	Y	Y	Y	Y		

**Staffing:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Administration	4.0	3.0	3.0	3.0	2.0	-	-
Food & Beverage	-	-	-	-	1.0	-	-
Operations	-	-	-	-	1.0	-	-
<b>Total FTEs</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>4.0</b>	<b>-</b>	<b>-</b>

*As outlined previously, the Event Center Fund was divided into four division. For historical purposes, previous biennium staff have been accounted for in Administration line item as demonstrated above.*



# FLORENCE EVENTS CENTER: ADMINISTRATION

The FEC Administration division accounts for the overall management of the FEC. The functions of this division include general marketing and advertising, volunteer management, contract management, utilities, capital planning, and general oversight of all FEC activities. Staffing includes the FEC Manager and other full-time and part-time administrative staff. This division accounts for expenditures of the FEC that are not event or division specific.

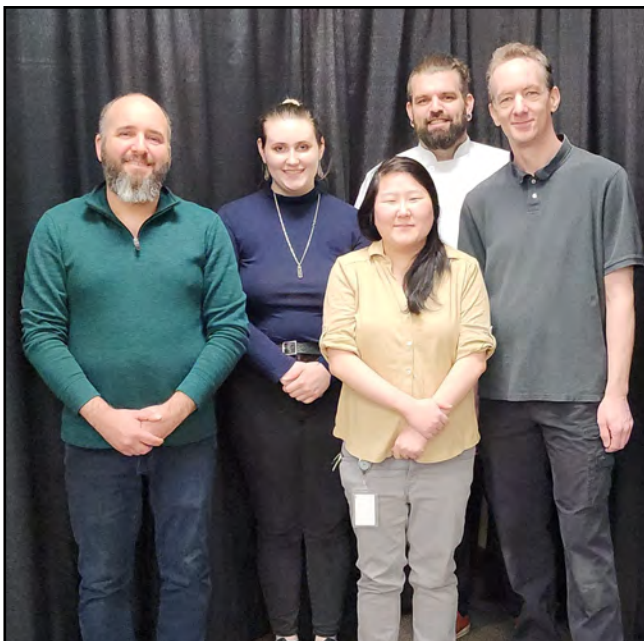
## FY 2023-25 Budget Highlights

- ◆ Architectural and engineering services to begin for the future FEC expansion.
- ◆ FEC staff have established an updated system for donations received from Florence, Arts, Culture, and Entertainment (FACE).
- ◆ Continued work towards process and policy modernization and updates.
- ◆ The FEC budget includes charges from the City General Fund to account for administrative services provided by the City.



## Upcoming Capital Investments

- ◆ Develop plan for facility expansion and update incorporating of the north lot.
- ◆ Brand refresh and website update.



## Goals & Work Plan Items Fiscal Biennium 2023-25

- Development of plan for facility expansion and update, including the north lot.
- Update the functional office space for administration, event management, and the kitchen, including storage systems and third party use of FEC spaces.
- Continue to develop substantiable funding opportunities for the FEC including:
  - ⇒ Increasing number of conferences/events.
  - ⇒ Promote the FEC endowment program fund managed by the West Lane Community Foundation.
- Work to recruit and retain volunteers to support the FEC.
- Continued marketing effort improvements.
  - ⇒ Refresh FEC branding, including logo and website.

Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Provide social media promotion for events held at the FEC through growth in the FEC’s marketing platforms.	FEC Facebook Followers	2,215	2,402	2,635	3,000	3,250
	FEC Facebook Reach	17,328	34,470	53,800	350	392
	FEC Facebook Visits	1,496	2,531	6,580	8,830	9,235
	FEC Instagram Followers	100	315	545	650	900
	FEC Instagram Reach	200	269	2,975	4,000	5,500
	FEC Instagram Visits	184	249	465	700	1,000
Provide information to customers on upcoming events and activities at the FEC.	Total Website Sessions	10,735	13,847	27,000	30,000	30,000
	Unique Website Users	8,608	18,385	19,600	20,000	20,000
	FEC Monthly Newsletter Editions	0	0	11	12	12
	FEC Special Newsletter Editions	0	0	3	5	5
	Newsletter Subscribers	5,300	5,400	5,550	5,750	6,000
Continue the strong partnership with the Friends of the FEC and FEC volunteers.	Friends of the FEC Contributions to the FEC*	\$0	\$0	\$0	\$5,000	\$10,000
	Annual Volunteer Hours** <i>(Does not include FACE, formerly the Friends)</i>	565	600	630	700	730

Outcomes of Performance Measures:

<b>Social Media Marketing Growth and Promotion</b>	The FEC works to promote events held at the FEC in order to assist our event organizers in hosting successful events. Organizers are encouraged to promote their events in a variety of ways and the FEC assists in utilizing our social media platforms to reach new and returning customers.
<b>Event and Information Sharing to Customers</b>	The FEC has many returning customers who enjoy attending a variety of events. Staff work hard to keep the returning customers informed about upcoming events, as well as keeping new customers interested.
<b>Volunteers &amp; Friends of the FEC Partnership</b>	The FEC relies heavily on the fundraising and donations provided by the Friends of the FEC. In addition to the financial and equipment contributions from the Friends of the FEC, the FEC could not host the hundreds of events annually without the hard work of the FEC volunteers.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Implemented an updated fee schedule, provides fees for future fiscal years to account for bookings several years out. FEC continues to provide discounts for local school functions, non-profit organizations, and multi-day conferences, as well as a compassion discount for funerals and celebrations of life.
- ✓ Hosted the FEC Volunteer luncheon for the first time since 2019.
- ✓ The FEC hired new staff members to become fully staffed, including an FEC Manager to oversee day to day operations of the facility.

\* Due to COVID-19, the FEC was closed for an extended period of time. FACE did not host their fundraising events and therefore has not made a monetary contribution to the FEC since 2019.

\*\* FEC began separating the FACE volunteer hours from general FEC volunteer hours. In addition, volunteer involvement and hours has not returned to the previous levels since reopening.

**FEC ADMINISTRATION SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
<b>Administration</b>	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	-	-	-	172,089	414,700		
Materials and Services	-	-	-	350,447	653,400		
<b>Administration - operating expenditures</b>	-	-	-	522,536	1,068,100		
Capital outlay	-	-	-	20,600	600,000		
Debt Service	-	-	-	-	-		
<b>Administration - non-operating expenditures</b>	-	-	-	20,600	600,000		
<b>Administration Total</b>	-	-	-	543,136	1,668,100		



**Did you know?**

*The FEC continues to support local arts by offering hosting the FACE Art Gallery, including the Fresh Impressions Art Show that features middle and high school artists.*

*The FEC volunteer program has started seeing growth with new participants since the reduction in volunteers due to COVID.*

**ENTERPRISE FUND | FLORENCE EVENTS CENTER: ADMINISTRATION**

**Staffing:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Events Center Director	1.0	1.0	1.0	-	-	-	-
Events Center Manager	-	-	-	1.0	1.0	-	-
Office/Administrative Assistant (I, II, III)	1.0	1.0	1.0	1.0	1.0	-	-
FEC Maintenance Technician	1.0	1.0	1.0	1.0	-	-	-
Marketing Specialist & Event Coordinator	1.0	-	-	-	-	-	-
<b>Total FTEs</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	-	-





# FLORENCE EVENTS CENTER: FOOD & BEVERAGE

The FEC Food and Beverage division provides catering services for both on-site events and off-site events. In late 2019, the FEC updated the catering model to bring the services in-house. Prior to that time, catering services had been provided by third-party contract caterers. On-site events include meetings, banquets, luncheons, and concessions for theatrical performances and trade-shows.

## FY 2023-25 Budget Highlights

- ◆ Working towards sustainable long-term business model for the food and beverage division, incorporating both on-site and off-site catering.
- ◆ Continued training and development of the part-time staff to support the food and beverage needs of the FEC customers.
- ◆ Development and promotion of off-site catering services.

## Upcoming Capital Investments

- ◆ Design and implement the walk-in refrigeration and freezer upgrade.



## Goals & Work Plan Items Fiscal Biennium 2023-25

- Further develop and market the off-site catering program.
- Evaluate and implement an updated point-of-sale system for catering services, including concessions, inventory tracking, and financial tracking.
- Develop a plan for updating the refrigeration and freezer systems for the FEC kitchen, including implementation.



Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Provide catering for a variety of events held both on-site at the FEC and off-site.	Concessions Days Operated	34	50	55	60	60
	Banquets Catered	2	12	13	16	18
	Weekly/Monthly Luncheons Catered <i>(Including Rotary, Peace Health Volunteers, etc.)</i>	70	74	78	80	85
	Total Catered Events	84	721	145	160	170
	Off-Site Catering Events	2	8	15	18	25
Development of a profitable catering services for on-site and off-site guests.	Concessions Revenue	\$0	\$6,410	\$24,229	\$55,800	\$60,000
	On-Site Catering Revenue	\$3,427	\$42,963	\$130,240	\$270,000	\$300,000
	Off-Site Catering Revenue	\$0	\$418	\$3,476	\$5,000	\$10,000

Outcomes of Performance Measures:

<b>Full Service Catering</b>	The FEC provides a valuable catering service to customers both on-site at the FEC and off-site. Providing in-house food and beverage service allows for customers to experience a one-stop shop to produce their meetings, banquets, events, conferences, and productions. Providing off-site catering services will allow the FEC to fill a gap in the community for large off-site catering orders. Both programs will assist in providing a sustainable service that meets the needs of the FEC customers.
<b>Profitability of Catering Services</b>	The FEC’s in-house catering services provides the convenient option for customers hosting events. Monitoring revenues of these services will help to ensure the program is profitable and sustainable for the FEC. Profits from services provided to customers go back into the FEC to ensure equipment is updated and maintained, as well as to make sure the FEC can provide competitive and modern services to customers and the community.

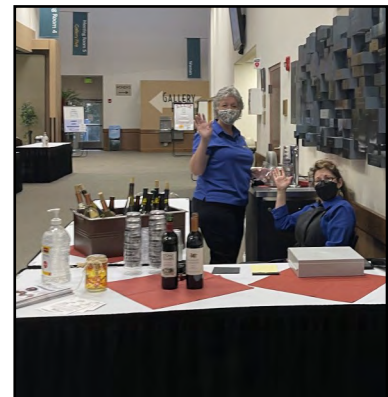
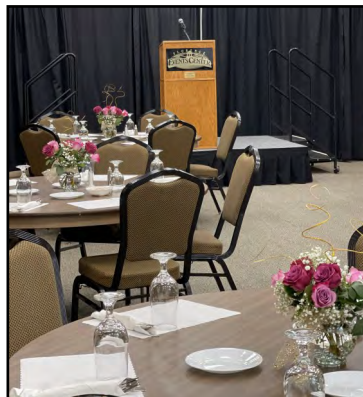
**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Restarted food and beverage services upon the reopening of the FEC.
- ✓ Rehired part-time staff to support the food and beverage needs of FEC customers.
- ✓ Hosted the Italian Athletics Team during their training for the World Athletics Championships in Eugene, which included preparing and serving their meals, both on-site and off-site.
- ✓ Evaluation of point of sale software and hardware to be implemented prior to the end of the biennium.
- ✓ Hired a full-time Food and Beverage Manager/Chef for the FEC, a new position for the FEC.

*Did you know?*

*In July 2021, the FEC hosted 75 athletes from the Italian Athletic Team (track and field) while they prepared to compete in the World Athletics Championship in Eugene.*

*FEC staff prepared breakfast and dinner for the athletes, while Siuslaw School District staff prepared lunch that was transported to the FEC. It was a team effort! Staff even provided birthday cakes for two athletes.*



**FEC FOOD & BEVERAGE SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
<b>Food &amp; Beverage</b>	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	-	-	-	51,327	217,400		
Materials and Services	-	-	-	250,348	417,900		
<b>Food &amp; Beverage - operating expenditures</b>	-	-	-	301,675	635,300		
Capital outlay	-	-	-	2,779	65,000		
<b>Food &amp; Beverage - non-operating expenditures</b>	-	-	-	2,779	65,000		
<b>Food &amp; Beverage Total</b>	-	-	-	304,454	700,300		

**Staffing:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Food & Beverage Manager / Chef	-	-	-	-	1.0	-	-
<b>Total FTEs</b>	-	-	-	-	1.0	-	-



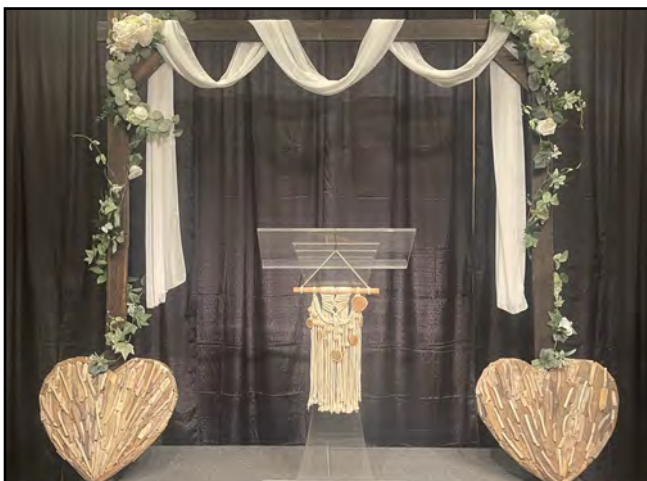


# FLORENCE EVENTS CENTER: EVENTS MANAGEMENT

The FEC Events Management division accounts for the expenditures related to event management, both when hosted by the FEC and by an outside event organizer. This division houses the ticket sales, event hosting and logistics costs, theater maintenance exposes, the copyright licensing for the facility, and any event related expenses.

## FY 2023-25 Budget Highlights

- ◆ Development and promotion of FEC hosted events to fill dark days and off season.
- ◆ Recruitment and bidding of additional conferences and events.
- ◆ Continued promotion and support of the events that are held at the FEC, including working to increase ticket sales for productions.
- ◆ Development of information packet for event organizers to provide information on what the FEC offers for marketing of events, and tips on how the event organizers can effectively promote their events.



City of Florence, Oregon



## Goals & Work Plan Items Fiscal Biennium 2023-25

- Continue to develop substantiable funding opportunities for the FEC including:
  - ⇒ Work to book bigger name acts with consideration to risk vs. benefit, including FEC sponsored events.
- Support fundraising events presented by Florence Arts, Culture, and Entertainment (FACE).



Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Continue to provide meeting space for a variety of events annually.	Multi-Day Conferences	5	4	5	5	6
	Multi-Day Trade Shows & Festivals	10	12	12	12	13
	Banquets	2	12	13	16	18
	Meetings	119	159	162	170	180
	Other Events	64	67	68	71	75
	Total Events	224	292	299	313	333
	Total Events Since 1996	8,681	8,973	9,272	9,585	9,918
Provide a state of the art performing arts facility for concerts and theater events.	Theater Usage Days	64	98	99	100	102
	Theater Performances & Shows	24	38	39	39	41
	FEC Box Office Gross Ticket Sales	\$88,728	\$149,577	\$165,000	\$180,000	\$195,000
	Percent of Ticket Sales Sold Online	24%	57%	70%	70%	70%

Outcomes of Performance Measures:

<b>Meeting Facility Excellence</b>	The FEC provides a valuable and accessible service to the community and our visitors by enabling them to enjoy theater productions, special events, and meetings, as well as a gathering place for a variety of occasions. The FEC also offers equipment rentals for off-site functions, which adds and additional amenity to our community.
<b>State of the Art Performing Arts Facility</b>	The 455 seat state of the art auditorium is a unique amenity for a small town. This venue, combined with the versatile 8,000 sq. ft. flat floor space, allows for a variety of concerts, theater productions, and other shows.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Continued improvements to the new ticketing system to improve user experience and administrative efficiency.
- ✓ Deployment of the live-streaming technologies for virtual option and utilization for theater productions.
- ✓ Continued improvements to the FEC booking software.
- ✓ Return of annual events and performances.
- ✓ Upgraded the theatrical cyclorama and scrim.
- ✓ Continued growth of attendance during events.
- ✓ Hosted the FEC Holiday Bazaar in 2022.
- ✓ Re-establishment of the FEC volunteer crews to assist with set-up and tear-down of events.



**Did you know?**

During the long running two-day Home and Garden show the FEC had over 2500 visitors come through the doors.

## FEC EVENTS MANAGEMENT SUMMARY

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
<b>Event Management</b>	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Materials and Services	-	-	-	292,640	421,500		
<b>Event Management - operating expenditures</b>	-	-	-	292,640	421,500		
Capital outlay	-	-	-	-	-		
<b>Event Management - non-operating expenditures</b>	-	-	-	-	-		
<b>Event Management Total</b>	-	-	-	292,640	421,500		







# FLORENCE EVENTS CENTER: OPERATIONS

The FEC Operations division encompasses the maintenance and general building operations of the facility. Expenditures related to building maintenance, janitorial, small capital and building repair, internal equipment maintenance, and grounds maintenance. FEC Operations ensures that the facility is maintained and presented well to our community, customers, and visitors. In addition to facilities related items, the FEC Operations also manages the equipment and furniture used for events, in addition to the off-site rentals logistics.

## FY 2023-25 Budget Highlights

- ◆ Improvements to the work spaces for FEC employees for increased efficiency and safety.
- ◆ Continued facility improvements and maintenance items.
- ◆ The FEC Operations budget includes charges from the Public Works Administration Fund for building and grounds maintenance performed by the City's facilities team. .



## Upcoming Capital Investments

- ◆ Upgrade to theater house lighting system to address end-of-life of the existing system.



## Goals & Work Plan Items Fiscal Biennium 2023-25

- Update the functional office space for administration, event management, and the kitchen, including storage systems and third party use of FEC spaces.
- Evaluate systems for off-site delivery of catering services and equipment rentals.
- Continue to maintain and improve the FEC facility.
  - ⇒ Implement a routine maintenance schedule and monitoring for routine items.
  - ⇒ Increase east parking lot lighting.

Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Continue to provide event equipment for off-site rentals.	Number of Off-Site Rentals	31	42	50	55	55
	Off-Site Rental Revenue	\$3,030	\$3,597	\$10,500	\$10,000	\$10,000
Provide professional event setup services, while maintaining cost efficiencies.	Number of Crew Calls	48	37	42	45	45
	Number of Crew Call Volunteers	7	7	4	6	7
	Crew Call Volunteer Hours	168	131	145	170	170

Outcomes of Performance Measures:

<b>Off-Site Rentals</b>	The FEC provides a valuable and accessible service to the community and our visitors by having event equipment and furnishings available for off-site rentals. This service provides a gap for general items that would otherwise require rentals from a greater distance at a greater cost. It also provides additional revenue to support the FEC's sustainable funding efforts.
<b>Professional Event Setup</b>	The FEC provides a space for a variety of event layouts and setup options. Maintaining a professional and effective crew for setting up events, transitioning room setups during events, and tearing down events, provides for ease of use of the FEC by event organizers. Having a robust volunteer crew for crew calls allows for the FEC to provide these services without increasing rental costs due to the setup needs of an event.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Replaced the three HVAC wall units on the east side of the facility.
- ✓ Repair and replacement of HVAC units and other facility repairs due to storm damage and HVAC failure.
- ✓ Facilitated repairs to equipment throughout the facility due to the low use during the COVID shutdown.
- ✓ Updated of the FEC Manager's office equipment and addition of storage space for equipment.
- ✓ Establishment of list of updates to be made to improve safety of employees and customers related to fire code.
- ✓ Acquisition of an van to facilitate the delivery of off-site equipment rentals and off-site catering. The van is anticipated to arrive by the end of fiscal year 2023.

**Did you know?**

*The FEC has over 400 items available for off-site rentals, including tables, chairs, technical equipment, staging, a dance floor, and more. The FEC also can facilitate the rental of linen napkins and table linens.*



## FEC OPERATIONS SUMMARY

### Budget:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Operations	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Personnel	-	-	-	148,822	168,100		
Materials and Services	-	-	-	183,346	191,000		
<b>Operations - operating expenditures</b>	-	-	-	332,168	359,100		
Capital outlay	-	-	-	-	160,000		
<b>Operations - non-operating expenditures</b>	-	-	-	-	160,000		
<b>Operations Total</b>	-	-	-	332,168	519,100		

### Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
A/V Maintenance Technician (I, II)	-	-	-	-	1.0	-	-
<b>Total FTEs</b>	-	-	-	-	1.0	-	-





# WATER

*The City of Florence Water Division, within the Public Works Department, is responsible for providing safe, reliable, and cost-effective water supplies and outstanding customer service in an environmentally sensitive manner. The Water Fund is an enterprise fund used for the maintenance and operation of the City water utility. All water related revenue and expenditures, including capital replacement and expansion, are included in this fund. Funding for water capital expansion projects is transferred from the Water SDC fund into the Water Fund.*

*The primary responsibility of the Water Division is to operate, maintain, repair, and expand the water system while at the same time providing a high quality, dependable water supply to its customers. The City encourages efficient water use with a goal of reducing water consumption by implementing the benchmarks as described in the approved 2015 Florence Water Management and Conservation Plan.*

## FY 2023-25 Budget Highlights

- ◆ Revenue forecasts assume a 5.8% rate increase effective May 1, 2023 and a 5% rate increase in Fiscal 2025.
- ◆ The City continues its outside services contract for maintenance and recoating the water reservoirs. The annual cost of the contract is \$125,000.
- ◆ Completion of Well #14.
- ◆ Design services for water treatment plant office expansion, including onsite water disinfectant generation.
- ◆ Water line replacement on Rhododendron Drive as part of the Rhododendron Drive roadway realignment project.
- ◆ Due to significant increases in chemical costs from suppliers, which have been in excess of 56% from prior year, the budget request has been adjusted accordingly.
- ◆ Replacement of the Greentrees West master water meter and vault.
- ◆ Engineering services and design for the 16-inch water main from the Water Treatment Plant to Spruce Street, and Spruce Street from 25th Street to Hwy 126.
- ◆ Continuation of \$7,500 per year in funding to Siuslaw Outreach Services for assistance to financially distressed customers.

## Goals & Work Plan Items Fiscal Biennium 2023-25

- Installation of new production well.
- Engineering plan for new 16-inch water main from Water Treatment Plant to Spruce Street.
- Engineering plan for new 16-inch water main on Spruce Street from 25th to Hwy 126.
- Complete water main replacement and relocation on Rhododendron Drive between Wildwinds and Marine Manor.
- Design services for Water Treatment Plant expansion.



Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Provide clean and safe drinking water.	Total water produced (in millions of gallons)	424.71	392.57	400	410	420
	Percentage of water samples taken that meet or exceed water quality standards	100%	100%	100%	100%	100%
	Number of water utility accounts	4,141	4,171	4,200	4,240	4,280
Efficiently maintain and professionally operate the City's water utility.	Number of reservoirs maintained	3	3	3	3	3
	Miles of water mains maintained	67.05	67.4	67.5	68	68.5
	Unaccounted for water (water loss) percentage	4.7%	4.5%	3.9%	3.9%	3.9%

Outcomes of Performance Measures:

<b>Clean and Safe Drinking Water System</b>	The Water Division provides safe and reliable drinking water that meets or exceeds all Environmental Protection Agency (EPA) and State of Oregon standards for water quality. The division holds to these standards under normal, peak and emergency situations. Additionally, the Water Division is recognized as an Outstanding Performer by the Oregon Health Authority, Drinking Water Program.
<b>Efficient and Professional Water Utility</b>	Providing a continuously maintained water utility system through needed system repairs, maintaining reservoirs, pressure reducing valves, altitude valves, and pump station management ensures the highest quality of water, uninterrupted water service, and needed fire protection to the Citizens of Florence.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Successful well rehabilitation of Wells #1 and #13, including the replacement of Well #4 pump and motor.
- ✓ Completion of the 16-inch water main on 9th Street between Rhododendron and Kingwood.
- ✓ Completion of the gravity block retaining wall at 31st Street water reservoir site.
- ✓ Completion and submittal of the AWIA Risk & Resilience Assessment and Emergency Response Plan (EPA requirement).
- ✓ Completion of the Supervisory Control and Data Acquisition (SCADA) hardware and software upgrades.
- ✓ Started the water rights transfer and perfection process for Well #14.
- ✓ Completed phase 1 of the green sand filter rehabilitation project.
- ✓ Recognized as an Outstanding Performer by Oregon Health Authority, Drinking Water Services.

**Upcoming Capital Investments**

- ◆ Architectural and engineering services for the Water Treatment Plant office space and lab.
- ◆ Completion of Well #14.
- ◆ Continuation of Well Rehabilitation Program.
- ◆ Old line replacement program, focusing on replacement of the 8-inch water main along Rhododendron Drive between Wildwinds and Marine Manor as part of the Rhododendron Drive realignment project.
- ◆ Replacement of the Greentrees West master water meter and vault.
- ◆ Automatic Transfer Switch and shelter for emergency power generator at 31st Street reservoir site.
- ◆ Engineering and evaluation for onsite generation of water disinfection system.

## WATER SUMMARY

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	2,172,706	1,085,681	274,000	51,346	3,539,900		
<b>Current year resources</b>							
Intergovernmental	-	87,874	1,921,800	232,478	-		
Charges for services	4,362,517	4,563,135	4,705,400	4,066,300	4,878,000		
Miscellaneous	61,373	54,807	22,000	51,295	19,400		
Transfers	71,972	250,000	500,000	450,000	350,000		
Debt proceeds	-	-	1,680,000	-	-		
<b>Total current year resources</b>	<b>4,495,861</b>	<b>4,955,816</b>	<b>8,829,200</b>	<b>4,800,073</b>	<b>5,247,400</b>		
<b>Total resources</b>	<b>6,668,567</b>	<b>6,041,498</b>	<b>9,103,200</b>	<b>4,851,419</b>	<b>8,787,300</b>		
<b>Expenditures</b>							
Personnel	676,065	685,964	824,800	742,988	928,400		
Materials and services	1,020,863	2,973,556	3,074,000	2,609,507	3,031,100		
Capital outlay	2,217,980	2,042,139	3,535,000	1,165,607	2,995,000		
Debt service	315,778	288,492	477,300	202,592	834,100		
Transfers	1,352,200	-	-	-	-		
<b>Total expenditures</b>	<b>5,582,886</b>	<b>5,990,152</b>	<b>7,911,100</b>	<b>4,720,694</b>	<b>7,788,600</b>		
<b>Other requirements</b>							
Contingency	-	-	1,192,100	-	998,700		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>1,192,100</b>	<b>-</b>	<b>998,700</b>		
<b>Total expenditures and other requirements</b>	<b>5,582,886</b>	<b>5,990,152</b>	<b>9,103,200</b>	<b>4,720,694</b>	<b>8,787,300</b>		



**Did you know?**

*The City produces more than 425 million gallons annual of clean, fresh and safe water for our community. This equals an average of 1.16 million gallons per day.*



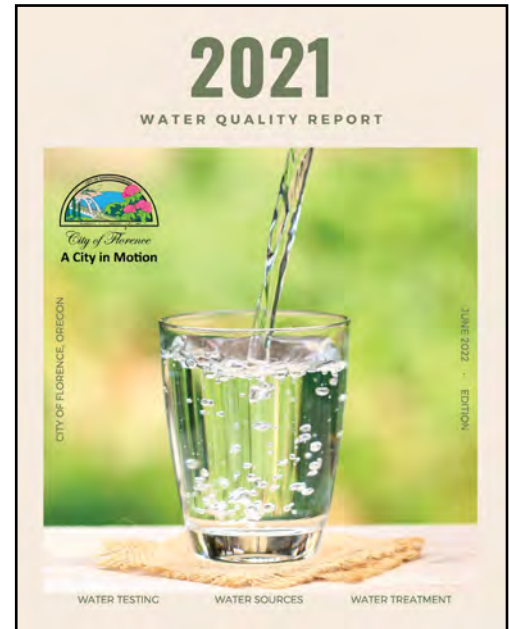
Financial Summary and Fund Balance Analysis:

<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(1,087,025)	(1,034,335)	918,100	79,379	(2,541,200)		
Beginning fund balance	2,172,706	1,085,681	274,000	51,346	3,539,900		
<b>Ending fund balance</b>	<b>1,085,681</b>	<b>51,346</b>	<b>1,192,100</b>	<b>130,725</b>	<b>998,700</b>		
<b>Fund Balance Analysis</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Desired minimum fund balance - 2 months operating expenditures	254,100	305,000	324,900	279,400	330,000		
Emergency capital repairs	250,000	250,000	250,000	250,000	250,000		
Debt service - one year	157,900	144,200	238,700	101,300	417,100		
Total desired minimum fund	662,000	699,200	813,600	630,700	997,100		
Fund balance above/(below)	423,681	(647,854)	378,500	(499,975)	1,600		
Fund balance within policy	Y	N	Y	N	Y		
<b>Debt Coverage</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Revenue	4,362,517	4,563,135	4,705,400	4,066,300	4,878,000		
Operating expenditures	3,049,128	3,659,520	3,898,800	3,352,495	3,959,500		
Net revenue	1,313,389	903,615	806,600	713,805	918,500		
Total debt service	315,778	288,492	477,300	202,592	834,100		
DCR	4.16	3.13	1.69	3.52	1.10		
<b>Debt Capacity</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Net revenue	1,313,389	903,615	806,600	713,805	918,500		
Less: Debt service @1.25 DCR	(394,723)	(360,615)	(596,625)	(253,240)	(1,042,625)		
Net available revenue for debt service	918,666	543,000	209,975	460,565	(124,125)		
Annual debt service per \$1 million at 4.0%	73,582	73,582	73,582	73,582	73,582		
Annual debt service per \$1 million at 4.0% - 1.25 DCR	91,977	91,977	91,977	91,977	91,977		
<b>Debt capacity - 1.25 DCR, 20 years, 4.0% - in millions</b>	<b>9.99</b>	<b>5.90</b>	<b>2.28</b>	<b>5.01</b>	<b>(1.35)</b>		



Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Water Treatment Plant Operator (I, II, III, Senior)	2.0	2.0	2.0	2.0	2.0		
Field Assistant	1.0	1.0	1.0	-	-		
Utility Worker (I, II, Lead, Senior Lead)	2.0	2.0	2.0	3.0	3.0		
<b>Total FTEs</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	-	-





# WASTEWATER

*The City of Florence Wastewater Division, within the Public Works Department, is responsible for providing cost effective and efficient wastewater collection, treatment, and biosolids handling operations that are compliant with federal and state regulations, which will ensure a clean and safe environment for future generations.*

*The City's Wastewater Treatment Plant is a conventional secondary activated sludge plant built in 1999, with an average dry weather capacity of 1.3 million gallons per day and a wet weather average daily flow of 4.3 million gallons per day (wet weather peak capacity of 6.0 million gallons per day). Presently, the City experiences an average flow of 0.72 million gallons per day, with a maximum month wet flow day of 0.825 million gallons. The wastewater system is comprised of approximately 71 miles of sanitary sewer lines, 38 pump stations plus 30 STEP (Septic Tank Effluent Pump) stations and serves over 3,860 customer connections.*



## FY 2023-25 Budget Highlights

- ◆ Revenue forecasts assume a 5.8% rate increase effective May 1, 2023 and a 5% rate increase in Fiscal 2025.
- ◆ Initiate a Fats, Oils and Grease (FOG) study to look at the potential for co-generation at the Wastewater Treatment Plant.
- ◆ Develop a wastewater facility plan to help prioritize capital replacement and expansion at the Wastewater Treatment Plant (WWTP), along with master planning for our wastewater collection system.
- ◆ Increased materials and services expenditures to replace or repair Return Activated Sludge (RAS) pumps; variable frequency drives (VFDs); aeration basin valves; blower building exhaust fans; gravity belt room heating and electrical upgrades; fire suppression system replacement; hot water circulation pump replacement; and continuation of mercury float replacements.
- ◆ Sewer line replacement along Rhododendron Drive as part of the Rhododendron Drive Roadway realignment project.
- ◆ UV disinfection equipment replacement and upgrades.
- ◆ Fawn View sewer pump station wet-well rehabilitation.
- ◆ Purchase a replacement aeration blower.
- ◆ Sewer line replacement along Rhododendron Drive as part of the Rhododendron Drive Roadway realignment project.
- ◆ Initiate an economic and engineering analysis for the expansion of our biosolids composting program.
- ◆ Continuation of \$7,500 per year in funding to Siuslaw Outreach Services for assistance to financially distressed customers.

## Goals & Work Plan Items Fiscal Biennium 2023-25

- Develop facilities plan for the Wastewater Treatment Plant.
- Implement plan for providing sewer service to the North Urban Growth Boundary area.
- Develop a plan for the replacement of the Ivy Street Pump Station.
- Develop a plan for the replacement of the Siuslaw Village Pump Station.
- UV System upgrade and expansion.
- Headworks Rehabilitation.
- Purchase compact track steer with land management attachment.
- Aeration basin blower replacement (replacement of second blower unit).
- Expansion of biosolids composting facility.



## Upcoming Capital Investments

- ◆ Sewering of North UGB area.
- ◆ Old line replacement program, including:
  - Gravity sewer along Rhododendron Drive (as part of the Rhody Drive realignment project).
- ◆ WWTP Updates:
  - Completion of UV system replacement and upgrade to meet discharge permit requirements.
  - Purchase and installation of new controller for the centrifuge
  - Capital repairs of the headworks facility.
- ◆ Wastewater Facilities Plan, including collection system master plan.
- ◆ Equipment Replacements:
  - Compact track loader with land management attachment for biosolids composting program.
- ◆ Pump Stations:
  - Fawn View sewer pump station wet well rehabilitation.



Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Provide for safe collection, conveyance, and treatment of wastewater from customers.	Total wastewater plant flows (in millions of gallons)	268	265	270	270	275
	Amount of solids produced (in wet tons)	841	709	800	750	800
	Amount of solids diverted for composting (in wet tons)	179	116	170	170	170
	Number of sewer surcharges (overflows)	4	0	0	0	0
Efficiently maintain and professionally operate the City's wastewater utility infrastructure.	Number of wastewater pump stations maintained	38	38	39	39	40
	Number of STEP systems inspected	32	32	32	34	36
	Miles of sewer mains maintained	71	71	71	71.5	71.75
	Lineal feet of wastewater lines cleaned	8,078	8,464	10,000	20,000	20,000
	Lineal feet of wastewater lines video inspected	4,171	5,402	6,000	7,000	8,000
	Number of spot repairs completed	0	3	3	5	5

Outcomes of Performance Measures:

<b>Safe Wastewater Collection and Treatment</b>	The Wastewater Division provides safe and reliable collection, conveyance, and treatment of wastewater. The City is responsible for meeting Department of Environmental Quality (DEQ) requirements concerning the treatment and disposal of all wastewater from the collection system, and operation and maintenance of all equipment needed to meet these requirements. Additionally, the Biosolids Management Plan allows the City to utilize a covered aerated static pile (CASP) system to compost the biosolids into a Class A product that can be distributed to the public, which reduces the City's cost for disposal of the biosolids.
<b>Efficient and Professional Wastewater Utility</b>	Providing a continuously maintained wastewater utility system through needed system repairs, maintaining pump stations, maintaining manholes, performing line cleaning, video inspection of sewer lines, and operation and maintenance of the wastewater treatment plant to our best ability ensures compliance with our NPDES permit and uninterrupted service at all times for the Citizens of Florence.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Completion of the Supervisory Control and Data Acquisition (SCADA) hardware and software upgrades.
- ✓ Completed the radiator replacement on the 750 Kw emergency power generator at the Wastewater Treatment Plant.
- ✓ Completed the engineering and design phase of the UV System upgrade project.
- ✓ Purchased and accepted delivery of a new combination sewer cleaner.
- ✓ Completed Lillie Circle sewer pump station rehabilitation project.

**WASTEWATER SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	(608,578)	148,971	199,600	319,730	5,915,600		
<b>Current year resources</b>							
Intergovernmental	-	38,637	3,070,900	281	700,000		
Charges for services	6,445,614	6,652,719	6,750,400	6,233,959	7,986,600		
Miscellaneous	369,991	104,026	11,100	123,572	26,000		
Transfers	757,500	790,000	200,000	150,000	400,000		
Debt proceeds	-	-	2,610,000	-	-		
<b>Total current year resources</b>	<b>7,573,106</b>	<b>7,585,382</b>	<b>12,642,400</b>	<b>6,507,812</b>	<b>9,112,600</b>		
<b>Total resources</b>	<b>6,964,528</b>	<b>7,734,353</b>	<b>12,842,000</b>	<b>6,827,541</b>	<b>15,028,200</b>		
<b>Expenditures</b>							
Personnel	760,137	913,631	969,100	871,396	1,068,500		
Materials and services	1,407,666	3,320,611	3,811,400	3,378,442	4,019,700		
Capital outlay	2,096,856	922,968	5,660,000	1,112,102	5,805,000		
Debt service	2,385,553	2,257,413	874,100	505,218	1,714,700		
Transfers	1,382,500	-	-	-	-		
<b>Total expenditures</b>	<b>8,032,713</b>	<b>7,414,623</b>	<b>11,314,600</b>	<b>5,867,158</b>	<b>12,607,900</b>		
<b>Other requirements</b>							
Contingency	-	-	1,527,400	-	2,420,300		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>1,527,400</b>	<b>-</b>	<b>2,420,300</b>		
<b>Total expenditures and other requirements</b>	<b>8,032,713</b>	<b>7,414,623</b>	<b>12,842,000</b>	<b>5,867,158</b>	<b>15,028,200</b>		



**Did you know?**

Photographers are fascinated with sewer manholes. Just search #ManholeMonday on Twitter and you'll find months of unique manholes from all over the world. Included in the photo library are manhole covers with uplifting messages in Scotland, historic manhole covers in Rome, and artistic manhole covers from Japan.

When you flush the toilet in your home, wastewater goes down the drain into a pipe that carries it to a sewer line under the street. The word "sewer" comes from a Latin word that means "to carry away water", and that's exactly what it does.

Pouring cooking fats, oils and grease (FOG) down the drain (intentional or unintentional) can cause major sewage backups, clogs, and overflows. Instead of pouring cooking grease down the drain, save it in a container, place it in the freezer to harden, and then place it in the trash.

**ENTERPRISE FUND | WASTEWATER**

**Financial Summary and Fund Balance Analysis:**

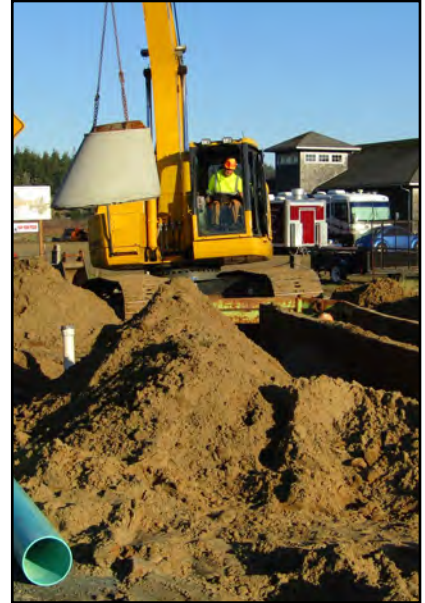
<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(459,607)	170,758	1,327,800	640,654	(3,495,300)		
Beginning fund balance	608,578	148,971	199,600	319,730	5,915,600		
<b>Ending fund balance</b>	<b>148,971</b>	<b>319,730</b>	<b>1,527,400</b>	<b>960,384</b>	<b>2,420,300</b>		
<b>Fund Balance Analysis</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Operating - 60 days operating costs	295,900	352,900	398,400	354,200	424,000		
Emergency capital repairs	250,000	250,000	250,000	250,000	250,000		
Debt service - one year	1,192,776	1,128,707	437,050	252,609	857,350		
Total desired minimum fund	1,738,676	1,731,607	1,085,450	856,809	1,531,350		
Fund balance above/(below)	(1,589,705)	(1,411,877)	441,950	103,574	888,950		
Fund balance within policy	N	N	Y	Y	Y		
<b>Debt Coverage</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Revenue	6,445,614	6,652,719	6,750,400	6,233,959	7,986,600		
Operating expenditures	3,550,304	4,234,242	4,780,500	4,249,838	5,088,200		
Net revenue	2,895,311	2,418,477	1,969,900	1,984,121	2,898,400		
Debt Service	2,385,553	2,257,413	874,100	505,218	1,714,700		
DCR	1.21	1.07	2.25	3.93	1.69		
<b>Debt Capacity</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Net revenue	2,895,311	2,418,477	1,969,900	1,984,121	2,898,400		
Less: Debt service @1.25 DCR	(2,981,941)	(2,821,767)	(1,092,625)	(631,523)	(2,143,375)		
Net available revenue for debt service	(86,630)	(403,290)	877,275	1,352,598	755,025		
Annual debt service per \$1 million at 4.0%	73,582	73,582	73,582	73,582	73,582		
Annual debt service per \$1 million at 4.0% - 1.25 DCR	91,977	91,977	91,977	91,977	91,977		
<b>Debt capacity - 1.25 DCR, 20 years, 4.0% - in millions</b>	<b>(0.94)</b>	<b>(4.38)</b>	<b>9.54</b>	<b>14.71</b>	<b>8.21</b>		



ENTERPRISE FUND | WASTEWATER

Staffing:

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Wastewater Treatment Plant Operator (I, II, III, Senior)	4.0	4.0	4.0	4.0	4.0		
Utility Worker (I, II, Lead, Senior Lead)	1.0	1.0	1.0	1.0	1.5		
<b>Total FTE's</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.5</b>		





# STORMWATER

The Stormwater Division, within the City’s Public Works Department, is responsible for operating and maintaining the City’s stormwater management collection system. The City’s approach to stormwater management is one that reduces the potential for stormwater threats to public health, safety, and property, while reducing the impacts of new and existing development on Munsel Creek, the Siuslaw River, and seasonal streams and lakes. The program complies with State and federal stormwater and water quality management regulations. The program has four objectives:

- ◆ Preventative maintenance, such as routine line cleaning and catch basin cleaning.
- ◆ Convey stormwater effectively to prevent localized flooding.
- ◆ Provide adequate water quality treatment of stormwater runoff to meet regulatory requirements.
- ◆ Conduct street sweeping operations as a best management practice for stormwater management.

## FY 2023-25 Budget Highlights

- ◆ Revenue forecasts assume a 5.8% rate increase effective May 1, 2023, and a 5% in Fiscal 2025.
- ◆ Replacement of 2007 Elgin Crosswind street sweeper.
- ◆ Complete Siuslaw River Slope Stabilization project – installation of a secant retaining wall system.
- ◆ Spruce Street Culvert repair: slip line of culvert under Spruce Street at 12th Street.
- ◆ Stormwater improvements as part of the Rhododendron Drive roadway realignment project.
- ◆ Continuation of \$5,000 per year in funding to Siuslaw Outreach Services for assistance to financially distressed customers.



## Goals & Work Plan Items Fiscal Biennium 2023-25

- Siuslaw Slope Stabilization Project—Plan and completion of Coast Guard Road stormwater redesign & slope stabilization.
- Fix Spruce Street culvert failure, including seeking grant funding.
- Due to the significant costs of the Siuslaw Slope Stabilization Project and commitments to the priority stormwater improvements along Rhododendron Drive for the realignment project, two of the Council Work Plan items will not be able to be completed this biennium.
  - The Old Town Stormwater Drainage Project.
  - The 2nd Street Stormwater Project.

## Upcoming Capital Investments

- ◆ Purchase of a replacement street sweeper.
- ◆ Construct new stormwater facilities along Rhododendron Drive from 35th Street to Wildwinds Street as part of the Rhododendron Drive Roadway Realignment project.
- ◆ Slip line the Munsel Creek culvert under Spruce Street at 12th Street.
- ◆ Construct a secant retaining wall as part of the Siuslaw River Slope Stabilization project.
- ◆ Develop plans for a stormwater decant facility as part of the master plan for the fueling site.

Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Clean streets and stormwater facilities.	Number of miles cleaned by street sweeper	1,130	1,150	1,180	1,200	1,200
	Number of catch basin sumps cleaned	450	475	500	650	650
Maintain surface water quality in accordance with state and federal regulations.	Annual inspections of City maintained water quality facilities	9	9	12	12	12
	Annual inspection of streams and creeks	8*	4	4	4	4

Outcomes of Performance Measures:

<b>Well Maintained Stormwater Infrastructure</b>	Frequent maintenance on the stormwater infrastructure provides greater efficiencies and effectiveness in stormwater collection throughout the City. The street sweeping program, consisting of sweeping all the public streets once per month and the streets within Old Town once per week, cleans the paved surfaces in town to prevent debris from being picked up by stormwater runoff and flowing into our local waterways.
<b>Enhance Surface Water Quality</b>	Continuous maintenance of the City’s stormwater pipes, culverts, manholes, water quality facilities, and stormwater conveyance ditches ensures the improvement of water quality in our local rivers and streams.

**Noteworthy Accomplishments  
Fiscal Biennium 2021-23**

- ✓ Hired a new Utility Worker for the stormwater program.
- ✓ Completion of the 31st Street stormwater culvert improvement project.

\* Additional inspections were performed in 2021 due to unpermitted activity by a community member.



**STORMWATER SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	673,440	780,939	522,400	597,386	1,297,400		
<b>Current year resources</b>							
Intergovernmental	-	(224)	960,000	18	800,000		
Charges for services	1,076,349	1,123,175	1,177,900	1,023,323	1,270,000		
Miscellaneous	15,619	6,832	1,000	15,597	21,400		
Transfers	110,000	200,000	200,000	175,000	100,000		
Debt proceeds	-	-	840,000	-	420,000		
<b>Total current year resources</b>	<b>1,201,968</b>	<b>1,329,784</b>	<b>3,178,900</b>	<b>1,213,939</b>	<b>2,611,400</b>		
<b>Total resources</b>	<b>1,875,408</b>	<b>2,110,723</b>	<b>3,701,300</b>	<b>1,811,325</b>	<b>3,908,800</b>		
<b>Expenditures</b>							
Personnel	216,008	315,399	472,400	413,776	520,500		
Materials and services	107,900	546,190	583,700	542,699	702,700		
Capital outlay	204,708	615,059	1,910,000	167,280	2,070,000		
Debt service	23,453	36,689	140,300	44,633	143,000		
Transfers	542,400	-	-	-	-		
<b>Total expenditures</b>	<b>1,094,469</b>	<b>1,513,336</b>	<b>3,106,400</b>	<b>1,168,388</b>	<b>3,436,200</b>		
<b>Other requirements</b>							
Contingency	-	-	594,900	-	472,600		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>594,900</b>	<b>-</b>	<b>472,600</b>		
<b>Total expenditures and other requirements</b>	<b>1,094,469</b>	<b>1,513,336</b>	<b>3,701,300</b>	<b>1,168,388</b>	<b>3,908,800</b>		



**Did you know?**

*“Green” or sustainable stormwater best management practices treat stormwater as a resource to be preserved and maintained, taking advantage of natural processes to clean and filter stormwater runoff. Vegetation and soil filtration highlight the obvious green materials used, but some methods growing in popularity include permeable pavement, rain gardens, planter boxes, tree filters, green roofs, bioswales as well as land conservation.*

*With the incorporation of one or more of these design features, urban spaces are able to reduce the percentage of impervious surfaces thus reducing the volume of stormwater runoff.*

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	107,499	(183,553)	72,500	45,551	(824,800)		
Beginning fund balance	673,440	780,939	522,400	597,386	1,297,400		
<b>Ending fund balance</b>	<b>780,939</b>	<b>597,386</b>	<b>594,900</b>	<b>642,937</b>	<b>472,600</b>		
<b>Fund Balance Analysis</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Desired minimum fund balance - 2 months operating expenditures	72,200	71,800	88,000	79,700	101,900		
Major emergency repair	250,000	250,000	250,000	250,000	250,000		
One year debt service	11,726	18,344	70,150	22,316	71,500		
Total desired minimum fund	333,926	340,144	408,150	352,016	423,400		
Fund balance above/(below)	447,013	257,242	186,750	290,921	49,200		
Fund balance within policy	Y	Y	Y	Y	Y		
<b>Debt Coverage</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Revenue	1,091,968	1,130,008	1,178,900	1,038,921	1,291,400		
Operating expenditures	866,308	861,589	1,056,100	956,475	1,223,200		
Net revenue	225,660	268,419	122,800	82,445	68,200		
Total debt service	23,453	36,689	140,300	44,633	143,000		
DCR	9.62	7.32	0.88	1.85	0.48		

**Staffing:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
Position:	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Utility Worker (I, II, Lead, Senior Lead)	2.0	2.0	3.0	3.0	3.0		
<b>Total FTE's</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>		



# SYSTEM DEVELOPMENT CHARGE FUNDS

The City has water, wastewater, stormwater and transportation system development charges (SDC's). Revenue from these charges are restricted in use to pay for qualified infrastructure improvements and related costs or the repayment of debt service associated with those costs. The actual SDC is a one-time fee imposed on new development and some types of redevelopment. The fee is intended to recover the full share of the costs of existing and planned infrastructure that provide capacity to serve growth.

To ensure the funds for the respective SDC's are properly accounted for, separate funds have been established for each of the SDC's. SDC revenue is accumulated in the various funds and transferred to the respective operational fund to provide funding for qualified capacity expansion related projects.

Additionally, during FY 2019-21 biennium each of the SDC funds transferred the maximum amount of funds to each of the different programs for projects that had capacity increasing components.



## FY 2023-25 Budget Highlights

- ◆ Continue to transfer the maximum amount allowed to the operating funds for qualified capacity increasing improvement costs.

## Did you know?

*System Development Charges (SDCs) are one-time charges assessed on new development and certain types of redevelopment to help pay for the costs of expanding the streets, sanitary sewers, water systems and stormwater systems.*

*SDCs are used to reimburse the City for existing unused infrastructure capacity and to make planned improvements that increase infrastructure capacity.*

*SDC revenues may only be used for capacity increasing capital costs and cannot be used for ongoing facility or system maintenance.*

*SDCs represent a valuable tool to ensure that our infrastructure keeps pace with new development by distributing the costs of capacity increasing projects on new development, not existing customers.*



# STREET SDC

*This fund accounts for the collection and disbursement of Street System Development Charges. Street SDCs are restricted for use for qualified capacity increasing transportation system improvements and costs associated with the establishment and management of SDCs, such as professional services to prepare Transportation System Plans and SDC studies to establish SDCs and City staff time to administer the program.*

## FY 2023-25 Budget Highlights

- ◆ Transfer \$100,000 to the Street Fund to offset the capacity increasing portion of the Rhododendron Drive Wildwinds to 35th Street project. This project will provide a separated multi-use path along the east side of Rhododendron Drive within this corridor.

## Noteworthy Accomplishments Fiscal Biennium 2021-23

- ✓ Transferred \$180,000 to the Street Fund to offset the capacity increasing portion of the Rhododendron Drive Wildwinds to 35th Street project. This project will provide a separated multi-use path along the east side of Rhododendron Drive within this corridor.



**STREET SDC SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	767,265	489,825	113,200	189,415	107,100		
<b>Current year resources</b>							
Charges for services	91,301	164,534	80,000	93,012	40,000		
Miscellaneous	34,862	15,919	1,500	3,373	2,000		
<b>Total current year resources</b>	<b>126,162</b>	<b>180,453</b>	<b>81,500</b>	<b>96,385</b>	<b>42,000</b>		
<b>Total resources</b>	<b>893,427</b>	<b>670,279</b>	<b>194,700</b>	<b>285,800</b>	<b>149,100</b>		
<b>Expenditures</b>							
Materials and services	1,418	864	1,000	375	400		
Transfers	228,000	480,000	180,000	157,500	100,000		
<b>Total expenditures</b>	<b>229,418</b>	<b>480,864</b>	<b>181,000</b>	<b>157,875</b>	<b>100,400</b>		
<b>Other requirements</b>							
Contingency	-	-	13,700	-	48,700		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>13,700</b>	<b>-</b>	<b>48,700</b>		
<b>Total expenditures and other requirements</b>	<b>229,418</b>	<b>480,864</b>	<b>194,700</b>	<b>157,875</b>	<b>149,100</b>		

**Financial Summary:**

<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(103,256)	(300,411)	(99,500)	(61,490)	(58,400)		
Beginning fund balance	767,265	489,825	113,200	189,415	107,100		
<b>Ending fund balance</b>	<b>664,009</b>	<b>189,415</b>	<b>13,700</b>	<b>127,925</b>	<b>48,700</b>		



# WATER SDC

*This fund accounts for the collection and disbursement of Water System Development Charges. SDCs are restricted for use for qualified capacity increasing water system improvements and costs associated with the establishment and management of SDCs, such as professional services to prepare Master Plans and SDC studies to establish SDCs and City staff time to administer the program.*

## FY 2023-25 Budget Highlights

- ◆ Transfer \$350,000 to the Water Fund to help pay for the installation and development of Well #14. Well #14 is a capacity increasing project and qualifies for the use of Water SDCs.

## Noteworthy Accomplishments Fiscal Biennium 2021-23

- ✓ Transferred \$500,000 to the Water Fund to help pay the capacity increasing portion of the 9th Street water main replacement project that installed a 16-inch water line Rhododendron Drive and Kingwood Street on 9th Street.



**WATER SDC SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	138,284	341,749	390,200	420,620	230,600		
<b>Current year resources</b>							
Charges for services	253,892	308,173	240,000	297,812	200,000		
Miscellaneous	27,781	20,698	10,000	7,194	6,000		
<b>Total current year resources</b>	<b>281,672</b>	<b>328,871</b>	<b>250,000</b>	<b>305,006</b>	<b>206,000</b>		
<b>Total resources</b>	<b>419,956</b>	<b>670,620</b>	<b>640,200</b>	<b>725,626</b>	<b>436,600</b>		
<b>Expenditures</b>							
Materials and services	6,236	-	-	375	400		
Transfers	71,972	250,000	500,000	450,000	350,000		
<b>Total expenditures</b>	<b>78,208</b>	<b>250,000</b>	<b>500,000</b>	<b>450,375</b>	<b>350,400</b>		
<b>Other requirements</b>							
Contingency	-	-	140,200	-	86,200		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>140,200</b>	<b>-</b>	<b>86,200</b>		
<b>Total expenditures and other requirements</b>	<b>78,208</b>	<b>250,000</b>	<b>640,200</b>	<b>450,375</b>	<b>436,600</b>		

**Financial Summary:**

<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	203,465	78,871	(250,000)	(145,369)	(144,400)		
Beginning fund balance	138,284	341,749	390,200	420,620	230,600		
<b>Ending fund balance</b>	<b>341,749</b>	<b>420,620</b>	<b>140,200</b>	<b>275,251</b>	<b>86,200</b>		

# WASTEWATER SDC

*This fund accounts for the collection and disbursement of Wastewater System Development Charges. SDCs are restricted for use for qualified capacity increasing wastewater system improvements and costs associated with the establishment and management of SDCs, such as professional services to prepare Master Plans and SDC studies to establish SDCs and City staff time to administer the program.*

## FY 2023-25 Budget Highlights

- ◆ Transfer \$400,000 to the Wastewater Fund for construction of the capacity increasing portion of the Rhododendron sewer line replacement project from just north of 35th to Siuslaw Village sewer pump station.

## Noteworthy Accomplishments Fiscal Biennium 2021-23

- ✓ Transferred \$200,000 to the Wastewater Fund to help pay for the capacity increasing projects and debt service on those capital projects.



**WASTEWATER SDC SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	629,276	227,329	197,500	228,430	428,200		
<b>Current year resources</b>							
Charges for services	342,255	542,461	360,000	422,673	200,000		
Miscellaneous	23,251	9,937	4,000	10,436	8,000		
<b>Total current year resources</b>	<b>365,505</b>	<b>552,397</b>	<b>364,000</b>	<b>433,109</b>	<b>208,000</b>		
<b>Total resources</b>	<b>994,781</b>	<b>779,726</b>	<b>561,500</b>	<b>661,539</b>	<b>636,200</b>		
<b>Expenditures</b>							
Materials and services	9,952	1,296	2,200	1,103	800		
Transfers	757,500	550,000	200,000	150,000	400,000		
<b>Total expenditures</b>	<b>767,452</b>	<b>551,296</b>	<b>202,200</b>	<b>151,103</b>	<b>400,800</b>		
<b>Other requirements</b>							
Contingency	-	-	359,300	-	235,400		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>359,300</b>	<b>-</b>	<b>235,400</b>		
<b>Total expenditures and other requirements</b>	<b>767,452</b>	<b>551,296</b>	<b>561,500</b>	<b>151,103</b>	<b>636,200</b>		

**Financial Summary:**

Financial Summary	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(401,947)	1,102	161,800	282,006	(192,800)		
Beginning fund balance	629,276	227,329	197,500	228,430	428,200		
<b>Ending fund balance</b>	<b>227,329</b>	<b>228,430</b>	<b>359,300</b>	<b>510,436</b>	<b>235,400</b>		

# STORMWATER SDC

*This fund accounts for the collection and disbursement of Stormwater SDCs. SDCs are restricted for use for qualified capacity increasing system improvements and costs associated with the establishment and management of SDCs, such as professional services to prepare Master Plans and SDC studies to establish SDCs and City staff time to administer the program.*

## FY 2023-25 Budget Highlights

- ◆ Transfer \$100,000 to the Stormwater Fund to help pay for the capacity increasing portion of the Rhododendron Drive project - vegetated swales between 35th Street and Wildwinds.

## Noteworthy Accomplishments Fiscal Biennium 2021-23

- ✓ Transferred \$200,000 to the Stormwater Fund to help pay for the capacity increasing portion of the 9th Street project and debt service.



**STORMWATER SDC SUMMARY**

**Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	185,975	228,448	389,000	211,881	148,300		
<b>Current year resources</b>							
Charges for services	148,021	179,236	150,000	130,671	100,000		
Miscellaneous	7,725	4,556	3,000	4,293	4,000		
<b>Total current year resources</b>	<b>155,746</b>	<b>183,793</b>	<b>153,000</b>	<b>134,964</b>	<b>104,000</b>		
<b>Total resources</b>	<b>341,721</b>	<b>412,241</b>	<b>542,000</b>	<b>346,845</b>	<b>252,300</b>		
<b>Expenditures</b>							
Materials and services	3,273	360	1,000	832	600		
Transfers	110,000	200,000	200,000	175,000	100,000		
<b>Total expenditures</b>	<b>113,273</b>	<b>200,360</b>	<b>201,000</b>	<b>175,832</b>	<b>100,600</b>		
<b>Other requirements</b>							
Contingency	-	-	341,000	-	151,700		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>341,000</b>	<b>-</b>	<b>151,700</b>		
<b>Total expenditures and other requirements</b>	<b>113,273</b>	<b>200,360</b>	<b>542,000</b>	<b>175,832</b>	<b>252,300</b>		

**Financial Summary:**

<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	42,473	(16,567)	(48,000)	(40,868)	3,400		
Beginning fund balance	185,975	228,448	389,000	211,881	148,300		
<b>Ending fund balance</b>	<b>228,448</b>	<b>211,881</b>	<b>341,000</b>	<b>171,013</b>	<b>151,700</b>		

# PUBLIC WORKS ADMINISTRATION

The Public Works Administration fund accounts for costs related to the administration of all public works operations for the City. Public Works Administration is responsible for the planning, design, construction, operation, and oversight of the City's major infrastructure systems. These systems include airport, parks, streets, stormwater, wastewater, water, City facilities, and fleet operations, including assisting other departments in procuring vehicles.

Revenue to support Public Works Administrative services come from transfers from the various Public Works enterprise funds (airport, water, wastewater, stormwater, and streets), for services provided. In addition, with the newly created centralized Building Maintenance Division within Public Works Administration, transfers from the General Fund and the Florence Events Center (FEC) will provide funding for building maintenance activities in support of City Hall, the Justice Center, and the FEC.

The major cost centers for this fund include personnel, utilities for the operations center, telephone and internet expenses, general office supplies for all divisions within Public Works, vehicle maintenance for four vehicles, postage, grounds maintenance (City Hall, PW, and Justice Center), facilities maintenance including HVAC maintenance agreements for HVAC service at City Hall, FEC, Justice Center and Public Works, and maintenance agreements for copiers, iWorq, GIS, and AutoCAD software.



Our core values are professionalism, respect, integrity, dedication and enthusiasm. We proudly provide stewardship and professional management in maintaining and improving the infrastructure of airport, parks, streets, stormwater, wastewater, water, and city facilities, to the highest possible standards for our community. We continually look ahead to plan for and provide services that will allow the City of Florence to meet its future needs.



## FY 2023-25 Budget Highlights

- ◆ The 2023-2025 biennium budget request includes the following funding:
  - \$550,000 towards construction of regional fueling facility.
  - \$150,000 towards construction of a new equipment storage building.
  - \$40,000 towards installation of public EV charging stations.
  - \$70,000 for vehicle replacement in Public Works Administration.

## Upcoming Capital Investments

- ◆ Phase 3 of expanding the Public Works Operations Center so that all operations from the former Spruce Street site can be relocated to the Kingwood facility. Specific items include:
  - A second equipment storage building,
  - Development of stormwater bioswale/rain garden at the SE corner of the facility.
- ◆ Construction of the Public Works Operations Center fuel farm to support daily operations and the Operations Center as a key location for regional emergency response.
- ◆ Installation of public electric vehicle (EV) charging stations.
- ◆ Capital vehicle replacement program.
- ◆ Work towards deconstruction of the Spruce Street old public works facility, including transitioning the remaining Public Works inventory and other items to the Kingwood facility.

## Goals & Work Plan Items Fiscal Biennium 2023-25

- ❑ Pursue opportunities to support public electric vehicle charging options at City facilities and parks.
- ❑ Deconstruction of Old Public Works. *(This will be a phased approach due to limited funded and the need to build additional structures for items currently at the old facility.)*
- ❑ Continue Public Works Facility phased expansion.
- ❑ Design and construct the grant funded fueling facility, in coordination with regional partners.
- ❑ Plan for City-wide storage and records facility.
- ❑ Maintain fleet vehicles at prescribed schedules.

## Noteworthy Accomplishments Fiscal Biennium 2021-23

- ✓ Successfully awarded five grants:
  - FAA Grant for engineering and design for the Runway, Taxiway, Apron and Taxi Lane pavement rehabilitation project at the airport.
  - RTP grant for the Siuslaw Estuary Trail.
  - LGGP grant for Miller Park Playground rehabilitation.
  - LWCF grant for expansion of pickleball at Rolling Dunes Park.
- ✓ Received \$250,000 in funding through Oregon House Bill 5202 for design and construction of an emergency fuel station.
- ✓ Purchase of three new gas electric hybrid vehicles and one fully electric van.
- ✓ Promotion of the Public Works Superintendent to Assistant Public Works Director to provide added depth in management of the department.
- ✓ Installation of new commercial oven at Florence Senior and Activities Center, as well as installation of grant funded touchless restroom fixtures.
- ✓ Completed an evaluation of Justice Center HVAC system.
- ✓ Evaluated City GIS program and determined that contract services will provide significant efficiencies and savings.



Performance Measures:

Strategy	Measure	Actual FY 2021	Actual FY 2022	Estimated FY 2023	Projected FY 2024	Projected FY 2025
Provide professional infrastructure design and management services.	Number of capital projects managed and/or inspected	6	9	5	6	8
	Number of active development projects managed and inspected	3	3	4	3	3
	Number of pre-development applications reviewed	5	6	10	8	10
Provide outstanding GIS services to employees and citizens.	GIS Special project requests submitted and fulfilled	60	30	15	30	30
	External GIS data transfers in support of projects	3	2	2	5	5
Provide attractive, clean, safe, and well maintained facilities for the public and city employees.	Number of facility inspections performed each month	4	5	6	6	6
	Number of OSHA or safety violations reported	0	0	0	0	0
	Number of insurance claims involving City facilities	0	0	1	0	0
Maintain City's fleet of vehicles and equipment at a high quality level with minimum cost.	Number of vehicles maintained	47	51	55	61	62
	Number of heavy equipment maintained	11	11	11	12	12
	Number of hybrid/electric vehicles owned by City	5	6	11	13	14

Outcomes of Performance Measures:

<b>Meet and Anticipate the Infrastructure Needs and Goals of the City Council and our Citizens</b>	Provide a full suite of planning, design, management, and oversight for capital, public improvement, and right-of-way projects in a professional and timely manner in order to provide for a fully functioning and thriving community.
<b>Outstanding GIS Services</b>	Utilizing and providing professional GIS services to internal and external customers allow the City to professionally manage our assets and provide accurate information to our customers.
<b>Well Maintained and Safe Facilities</b>	Continuous communication with City departments and staff to assist in the evaluation of the City facilities. The minimum number of complaints and claims substantiate attractive, clean, and safe facilities exist and continue to support the safe working environment of all City employees and the public visiting City facilities.
<b>Properly Maintained City Fleet Vehicles and Equipment</b>	The City fleet of heavily-used vehicles and equipment, from SUV's to CAT930 wheel loader, all require high level of maintenance to maximize the life of the vehicle/equipment and provide reliable service. Reliability and dependability of City vehicles and equipment is critical in order to protect our valuable infrastructure and investment.



City of Florence, Oregon



**PUBLIC WORKS ADMINISTRATION SUMMARY****Budget:**

	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Beginning fund balance	2,116,345	99,803	109,900	105,107	741,500		
<b>Current year resources</b>							
Intergovernmental	2,500	106,476	265,400	257,378	-		
Charges for services	-	2,528,747	2,968,500	2,580,746	3,617,300		
Miscellaneous	21,552	12,282	-	37,437	4,000		
Transfers	2,076,700	-	-	-	-		
Debt proceeds	-	-	520,000	-	-		
<b>Total current year resources</b>	<b>2,100,752</b>	<b>2,647,506</b>	<b>3,753,900</b>	<b>2,875,561</b>	<b>3,621,300</b>		
<b>Total resources</b>	<b>4,217,097</b>	<b>2,747,308</b>	<b>3,863,800</b>	<b>2,980,667</b>	<b>4,362,800</b>		
<b>Expenditures</b>							
Personnel	1,131,198	1,278,507	1,784,500	1,372,821	1,815,100		
Materials and services	276,708	394,053	766,800	619,299	1,124,600		
Capital outlay	2,270,168	532,484	770,000	259,238	810,000		
Debt service	439,220	(2,152)	-	(349)	-		
Transfers	-	439,310	477,000	329,415	519,900		
<b>Total expenditures</b>	<b>4,117,294</b>	<b>2,642,201</b>	<b>3,798,300</b>	<b>2,580,424</b>	<b>4,269,600</b>		
<b>Other requirements</b>							
Contingency	-	-	65,500	-	93,200		
<b>Total other requirements</b>	<b>-</b>	<b>-</b>	<b>65,500</b>	<b>-</b>	<b>93,200</b>		
<b>Total expenditures and other requirements</b>	<b>4,117,294</b>	<b>2,642,201</b>	<b>3,863,800</b>	<b>2,580,424</b>	<b>4,362,800</b>		

**Financial Summary and Fund Balance Analysis:**

<b>Financial Summary</b>	2017-19	2019-21	2021-23	2021-23	2023-25	2023-25	2023-25
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Resources over (under) expenditures	(2,016,542)	5,304	(44,400)	295,137	(648,300)		
Beginning fund balance	2,116,345	99,803	109,900	105,107	741,500		
<b>Ending fund balance</b>	<b>99,803</b>	<b>105,107</b>	<b>65,500</b>	<b>400,244</b>	<b>93,200</b>		
<b>Fund Balance Analysis</b>	2016-17	2017-19	2019-21	2019-21	2021-23	2021-23	2021-23
	Actual	Actual	Budget	BTD	Proposed	Approved	Adopted
Reserve of \$50,000	50,000	50,000	50,000	50,000	50,000		
Fund balance above/(below)	49,803	55,107	15,500	350,244	43,200		
<b>Fund balance within policy</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>		

Staffing:

Position:	2017-19 Actual	2019-21 Actual	2021-23 Budget	2021-23 BTD	2023-25 Proposed	2023-25 Approved	2023-25 Adopted
Public Works Director	1.0	1.0	1.0	1.0	1.0		
Assitant Public Works Director	-	-	-	1.0	1.0		
Engineer Technician	1.0	1.0	1.0	1.0	1.0		
Office/Administrative Assistant (I, II, III)	1.0	1.0	1.5	1.0	1.0		
GIS Technician	1.0	1.0	1.0	-	-		
GIS Analyst	-	-	-	1.0	-		
Management Analyst	-	-	-	-	1.0		
Operations Supervisor	-	-	-	-	0.5		
Field Supervisor	1.0	1.0	1.0	-	-		
W/WW Treatment Plant Superintendant	1.0	1.0	1.0	-	-		
Facilities Maintenance Worker (Buildings) (I, II, Lead)	-	2.0	3.0	2.0	3.0		
<b>Total FTE's</b>	<b>6.0</b>	<b>8.0</b>	<b>9.5</b>	<b>7.0</b>	<b>8.5</b>		



**Did you know?**

*Public works departments can go by different names, and the responsibilities of the departments can vary significantly from one city to another. These departments may pick up trash, mow grass at parks and ballfields, patch potholes, clear storm drains of debris, maintain sidewalks, haul away recycling, and clear overgrowth in public rights of way. Workers pick up dropped tree limbs in a storm's aftermath, clean out ditches and make sure the grounds around city buildings are clean and attractive.*

*Although a public works department closely affects everyday life for everyone in a city, the work its employees perform can go largely unnoticed — unless the work doesn't get done.*



# CAPITAL OUTLAY SCHEDULE

The following schedules summarize the various capital investments, by fund, for the 2023-25 biennium. A description of the project, funding source(s), amount, and impact on operating budget (and whether debt service is incurred) is noted.

With respect to anticipated impact on operating budget the following terms are used:

Terms Utilized	Definition
Replacement – reduced	Notes items that will be acquired to replace aging assets; operating costs are anticipated to decrease.
Limited	Items are anticipated to increase operating costs, however the impact is expected to be marginal.
Reduce(d)	Operating costs are anticipated to decrease, however, the amount is not known.
Reduced Total Costs	Costs to support the item may increase, however, staff efficiencies and other costs are anticipated to exceed additional direct costs.
Upgrade – reduced	Upgraded item – overall costs are anticipated to decline as a result of acquisition and implementation.
Modernization – nominal	Costs are anticipated to increase, however, the impact is not anticipated to be increased beyond normal inflationary adjustments.
Sustain	Improvements are part of regular maintenance program.

Where estimates of operating cost impacts have been identified, amounts have been provided. Impacts on debt service are also noted. The City-Wide Capital Outlay Summary is below. Fund level detail is found on the following pages.

<b>City-Wide Capital Outlay Summary</b>	
<b>Fund</b>	<b>Amount</b>
General Fund	1,417,500
9-1-1 Services Fund	90,000
American Rescue Plan Act Fund	570,900
Airport Fund	1,800,000
Street Fund	5,425,000
Florence Events Center Fund	825,000
Water Fund	2,995,000
Wastewater Fund	5,805,000
Stormwater Fund	2,070,000
Public Works Administration Fund	810,000
<b>Total City- Wide Capital</b>	<b>21,808,400</b>

## CAPITAL OUTLAY SCHEDULE

General Fund				
Information Technology				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Tyler Pro 10 Implementation	Rates/Debt	135,500		Modernization - nominal
<b>Information Technology Total</b>		<b>135,500</b>	<b>-</b>	
Public Safety				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Patrol Vehicles	Reserves	140,000	70,000	Reduce
Parking Lot Sealing	Reserves	10,000		Sustain
HVAC Replacement	Reserves		40,000	Upgrade - reduced
<b>Public Safety Total</b>		<b>150,000</b>	<b>110,000</b>	
Parks				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Large Mower Replacement	Debt	57,000		Replacement - reduced
Rolling Dunes Pickleball Expansion/Restroom/Picnic Shelter	Grant/Debt	315,000		Increased Maintenance Costs
Miller Park Play Structure	Grant	136,000		Replacement - reduced
Miller Park Benches	Debt	10,000		Limited
Maple Street Restroom Remodel	Grant/Debt	39,000	100,000	Sustain
Trail Improvements	Debt	25,000	50,000	Sustain
Singing Pines Dog Park Covered Shelter	Reserves	10,000		Limited
Replace 2006 Parks Service Truck	Debt		60,000	Replacement - reduced
Tractor Attachment for Ball Fields	Debt		20,000	Modernization - nominal
Munsel Road Park Playground Rehabilitation	Grant/Reserves		100,000	Replacement - reduced
Exploding Whale Memorial Park Parking Lot Expansion	Debt		75,000	Modernization - nominal
Ocean Woods Trail Improvements	Debt		25,000	Sustain
<b>Parks Total</b>		<b>592,000</b>	<b>430,000</b>	
<b>General Fund Total</b>		<b>877,500</b>	<b>540,000</b>	
American Rescue Plan Act Fund				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Old Town Transportation Planning	Grant	-	570,900	Sustain
<b>American Rescue Plan Act Fund Total</b>		<b>-</b>	<b>570,900</b>	
9-1-1 Fund				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Consolete	Reserves	15,000		Sustain
911 Failover Move	Reserves		75,000	Limited
<b>9-1-1 Fund Total</b>		<b>15,000</b>	<b>75,000</b>	
Events Center Fund				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Event Center Expansion A/E	Debt	200,000	400,000	Upgrade - nominal
Refrigeration and Freezer System upgrade	Debt		65,000	Upgrade - nominal
Theater Lighting Upgrade	Debt		160,000	Upgrade - nominal
<b>Events Center Fund Total</b>		<b>200,000</b>	<b>625,000</b>	

## CAPITAL OUTLAY SCHEDULE

Street Fund				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Replace Street Service Truck	Reserves	75,000		Replacement - reduced
Heavy Equipment Trailer	Reserves	45,000		Limited
Dump Truck	Reserves	80,000		Limited
Chip/fog seal	Debt	170,000	130,000	Sustain
Street Preservation	Debt		100,000	Sustain
Rhody Drive	Debt	1,750,000	1,750,000	Replacement - reduced
Safe Routes to School	Grant/Debt		875,000	Increased Debt Service Costs
Siuslaw Estuary Trail	Grant/Debt	250,000		Increased Debt Service Costs
Quince Street	Debt		200,000	Modernization - nominal
<b>Street Fund Total</b>		<b>2,370,000</b>	<b>3,055,000</b>	
Water Fund				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Replace UTV at WTP	Fees	30,000		Replacement - reduced
Design WTP Office Expansion/Onsite CL2 Generation	Fees	100,000	100,000	Modernization - nominal
Well Rehab Program	Fees	75,000	75,000	Sustain
Reservoir Capital Maintenance Program	Fees	125,000	125,000	Sustain
Rhody Drive Realignment Project - Water Relocation	Reserves	750,000	750,000	Replacement - reduced
Greentrees West Master Meter Replacement	Fees	150,000		Sustain
Well 14 Development	Fees/Reserves	400,000	75,000	Modernization - nominal
ATS for Generator at 31st Street Water Site/Shelter and Pad	Fees		50,000	Modernization - nominal
Eng. for 16" Water Main - WTP to Spruce/Spruce to Hwy 126	Fees		190,000	No Impact With This Phase
<b>Water Fund Total</b>		<b>1,630,000</b>	<b>1,365,000</b>	
Wastewater Fund				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Replacement of Utility Service Vehicle	Fees	50,000		Replacement - reduced
Headworks Concrete Repair	Fees	80,000		Sustain
FOG/Co-Gen Study	Grant	50,000		No Impact
FloGro Expansion Study	Grant	50,000		No Impact
WW Facilities and Master Plan	Grant/Debt	300,000	300,000	No Impact
Blower Replacement - Purchase	Reserves	175,000		Replacement - reduced
Track Loader with Mulcher Attachment	Reserves	150,000		Upgrade - reduced
UV System Upgrade	Reserves	1,500,000	800,000	Upgrade - reduced
Centrifuge Controller	Reserves	150,000		Upgrade - reduced
Fawn View PS Wetwell Rehabilitation	Reserves/Fees	150,000		Sustain
Rhody Drive Realignment - Sewer Relocation/Upgrade	Reserves	750,000	750,000	Upgrade - reduced
North Florence Expansion	Grant/Other	100,000	100,000	Modernization - nominal
Digested Sludge storage Buildg Roof Rehab/Odor Control	Fees		100,000	Replacement - reduced
Centrifuge Replacement Engineering	Fees		50,000	No Impact
Replace Rotating Screen w/Autobar	Fees		100,000	Replacement - reduced
Ivy Street Pump Station Scoping/Engineering	Fees		50,000	No Impact
Siuslaw Village Pump Station Scoping/Engineering	Fees		50,000	No Impact
<b>Wastewater Fund Total</b>		<b>3,505,000</b>	<b>2,300,000</b>	
Stormwater Fund				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Replace Street Sweeper	Debt	420,000		Replacement - reduced
Siuslaw River Slope Stabilization Project	Grant/Reserves	1,000,000		Sustain
Munsel Creek Culvert slip lining	Fees	150,000		Sustain
Rhody Drive Realignment Project - Stormwater Portion	Reserves		500,000	Upgrade - reduced
<b>Stormwater Fund Total</b>		<b>1,570,000</b>	<b>500,000</b>	

## CAPITAL OUTLAY SCHEDULE

<b>Airport Fund</b>				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Airport Pavement Rehabilitation Project	Grant/Reserves	1,100,000		Sustain
Lingcod Development	Grant	700,000		Sustain
<b>Airport Fund Total</b>		<b>1,800,000</b>	-	
<b>Public Works Admin Fund</b>				
Description	Funding Source	Year 1 Amount	Year 2 Amount	Impact on Operating Costs
Fueling Facility	Grant/Reserves	550,000		Modernization - nominal
Pole Building	Reserves	150,000		Modernization - nominal
Public EV Station	Reserves	20,000	20,000	Modernization - nominal
Replace PWA vehicle	Reserves	70,000		Replacement - reduced
<b>Pubic Works Admin Fund Total</b>		<b>790,000</b>	<b>20,000</b>	
<b>Total City-Wide Capital</b>		<b>\$ 12,757,500</b>	<b>\$ 9,050,900</b>	



# DEBT SCHEDULE

The following debt schedules reflect total outstanding debt of the City and its urban renewal agency (Florence Urban Renewal Agency, or FURA) as of June 30, 2023 and projected through June 30, 2028.

As of June 30, 2023, the City is well below its statutory debt authority of three percent (3.0%) of real market value, or \$58,106,484 (.03 \* \$1,936,882,815) for net debt, i.e., debt that does not have an identified source of repayment such as general obligation debt, and full faith and credit debt not secured by utility fees or other dedicated sources of funding. The debt subject to limitation is noted below in bold italic text, and totals less than \$384,600 (only the General Fund portion of debt noted is subject to the limitation).

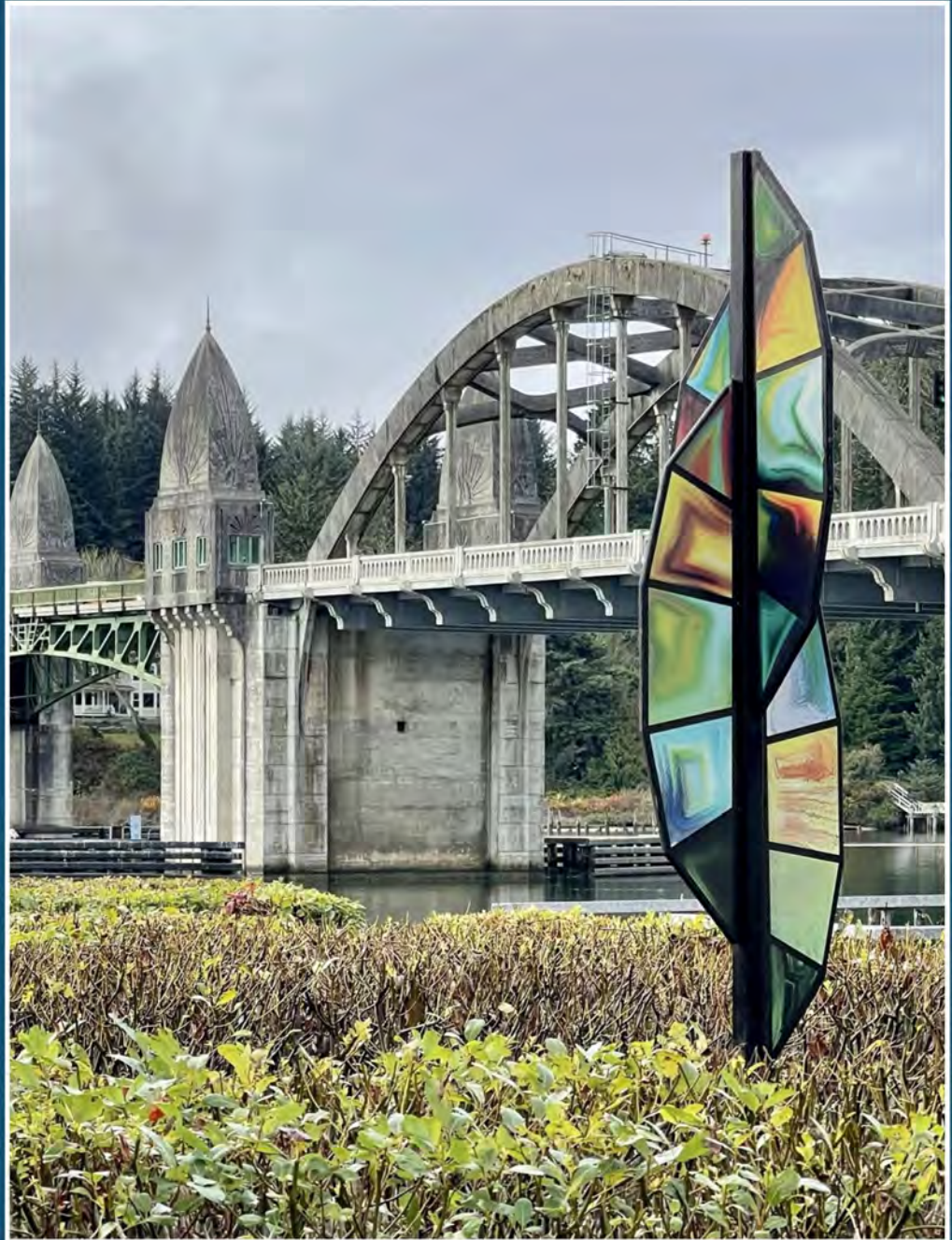
## Summary of Existing Debt Issued and Balance June 30, 2023

Description	Fund(s)	Original Amount	Payment FY 2023	Interest Rate	Balance June 30, 2023
<b>Existing Obligations</b>					
<i>LOCAP 2011</i>	Gen/St/W/WW	1,245,000	92,086	3.0% - 4.6%	610,000
LID 2010 (Spruce)	LID	1,478,000	112,355	1.9% - 4.5%	825,000
<i>FFCO 2010B</i>	Gen/WW/SW	8,750,000	123,000	2.5% - 4.0%	665,000
OBDD SPW	WW	657,057	38,282	2.0 - 4.0%	313,466
CWSRF	WW	4,923,260	253,239	0.50%	2,417,552
FFCO 2016 (10 yr) - Banner	Street	1,300,000	150,984	2.92%	498,448
FFCO 2016 (20 yr) - Banner	PW Admin/ W/FURA	8,500,000	565,662	2.92%	6,256,069
FFCO 2017 (20 yr) - Banner	Street	3,395,000	236,032	3.50%	2,656,823
Banner Bank (20 yr) - Tax Exempt BQ	FURA	3,150,000	214,274	3.45%	2,647,065
Banner Bank (5 yr) - Taxable	FURA	150,000	7,950	5.30%	150,000
Banner Bank (7 yr) - Tax Exempt	Street/WW/ PW Admin	806,600	135,373	4.45%	806,600
Banner Bank (7 yr) - Taxable	Street/WW/ PW Admin	652,400	114,331	5.70%	652,400
Banner Bank (20 yr) - TE (1st Draw)	W/WW/SW/ PW Admin	6,475,000	496,524	4.55%	6,475,000
Banner Bank (20 yr) - Taxable (1st Draw)	Street/W/WW/ SW	2,200,000	185,766	5.70%	2,200,000
<b>Total City Debt</b>		<b>43,682,317</b>	<b>2,725,858</b>		<b>27,173,423</b>
Population					9,561
<b>Debt per Capita</b>					<b>2,842</b>

DEBT SCHEDULE

**Summary of Existing Debt and Proposed Debt  
Fiscal Year 2023-2028**

Description	Fund(s)	Outstanding Balance June 30,					
		2023	2024	2025	2026	2027	2028
<b>Existing Obligations</b>							
LOCAP 2011	Gen/St/W/ WW	610,000	545,000	475,000	405,000	330,000	255,000
LID 2010 (Spruce)	LID	825,000	745,000	660,000	570,000	470,000	365,000
FFCO 2010B	Gen/WW/ SW	665,000	590,000	515,000	440,000	360,000	275,000
OBDD SPW	WW	313,466	295,107	271,580	247,877	223,988	199,905
CWSRF	WW	2,417,552	2,175,796	1,934,040	1,692,284	1,450,528	1,208,772
FFCO 2016 (10 yr) - Banner	Street	498,448	361,251	219,927	74,388	-	-
FFCO 2016 (20 yr) - Banner	PW Admin/ W/FURA	6,256,069	5,873,313	5,478,649	5,072,215	4,439,906	4,002,834
FFCO 2017 (20 yr) - Banner	Gen	2,656,823	2,514,071	2,395,957	2,212,540	2,053,631	1,889,224
Banner Bank (20 yr) - Tax Exempt BQ	FURA	2,647,065	2,519,096	2,386,870	2,250,245	2,109,073	1,963,204
Banner Bank (5 yr) - Taxable	FURA	150,000	-	-	-	-	-
Banner Bank (7 yr) - Tax Exempt (TE)	Street/WW/ PW Admin	806,600	706,014	600,903	491,062	376,278	256,330
Banner Bank (7 yr) - Taxable	Street/WW/ PW Admin	652,400	574,156	491,389	403,837	311,223	213,255
Banner Bank (20 yr) - TE (1st Draw)	W/WW/SW/ PW Admin	6,475,000	6,270,792	6,057,187	5,833,752	5,600,036	5,355,564
Banner Bank (20 yr) - Taxable (1st Draw)	Street/W/ WW/SW	2,200,000	2,138,773	2,074,007	2,005,497	1,933,025	1,856,364
Banner Bank (20 yr) - TE (2nd Draw)	Street	-	3,500,000	3,380,778	3,256,069	3,125,622	2,989,172
<b>Total City Debt</b>		<b>27,173,423</b>	<b>28,808,369</b>	<b>26,941,287</b>	<b>24,954,766</b>	<b>22,783,310</b>	<b>20,829,624</b>
Population	assumes 1% annual increase	9,561	9,657	9,753	9,851	9,949	10,049
<b>Debt per Capita</b>		<b>2,842</b>	<b>2,983</b>	<b>2,762</b>	<b>2,533</b>	<b>2,290</b>	<b>2,073</b>
<b>Proposed Debt</b>							
2025 Issue	Various			2,855,000	2,768,657	2,677,997	2,582,804
Total Proposed Debt		-	-	2,855,000	2,768,657	2,677,997	2,582,804
<b>Total Debt Outstanding</b>		<b>27,173,423</b>	<b>28,808,369</b>	<b>29,796,287</b>	<b>27,723,423</b>	<b>25,461,307</b>	<b>23,412,428</b>
<b>Debt per Capita</b>		<b>2,842</b>	<b>2,983</b>	<b>3,055</b>	<b>2,814</b>	<b>2,559</b>	<b>2,330</b>
Excluding FURA Debt		1,306,515	4,594,375	4,423,738	4,219,188	4,019,568	3,811,551
<b>Net City Debt</b>		<b>25,866,908</b>	<b>24,213,994</b>	<b>25,372,549</b>	<b>23,504,235</b>	<b>21,441,739</b>	<b>19,600,877</b>
<b>Net City Debt per Capita</b>		<b>2,705</b>	<b>2,508</b>	<b>2,601</b>	<b>2,386</b>	<b>2,155</b>	<b>1,951</b>



CITY OF  
FLORENCE

# City Work Plan

2023-2025

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**CITY OF FLORENCE AT A GLANCE**

**Florence City Council**

Member	Term Expiration
Mayor Rob Ward	December 2024
Council President Sally Wantz	December 2024
Council Vice President Bill Meyer	December 2024
Councilor Jo Beaudreau	December 2026
Councilor Robert Carp	December 2026

**About the Work Plan**

The City of Florence 2023-2025 Work Plan is developed based on the City’s mission and goals as outlined under “Work Plan Purpose.” These goals represent the City’s areas of focus for the City moving forward toward the City’s mission and were ratified by the City Council in February 2023.

The Work Plan includes projects the City intends to undertake during the 2023-2025 biennium, on behalf of its residents, to address objectives of the City related to the City’s goals.

The Work Plan serves as the foundation for preparing the biennial budget. The items outlined reflect the City’s commitment to the vision of Florence as Oregon’s Premier Coastal Community.

The Work Plan is intended to be a living document. The objectives and tasks are dynamic and should be modified periodically to ensure that the goals, vision, and mission of the City are being met. New items may be added, and items may be removed, as deemed appropriate by the City Council.

The City also carries out general day-to-day operations in providing City services to residents. Those items are not necessarily outlined in the Work Plan, but are a large part of the work performed by City staff. The City Services Organizational Chart is available on the following page and outlines the general services that are provide by the City.

**Management Team**

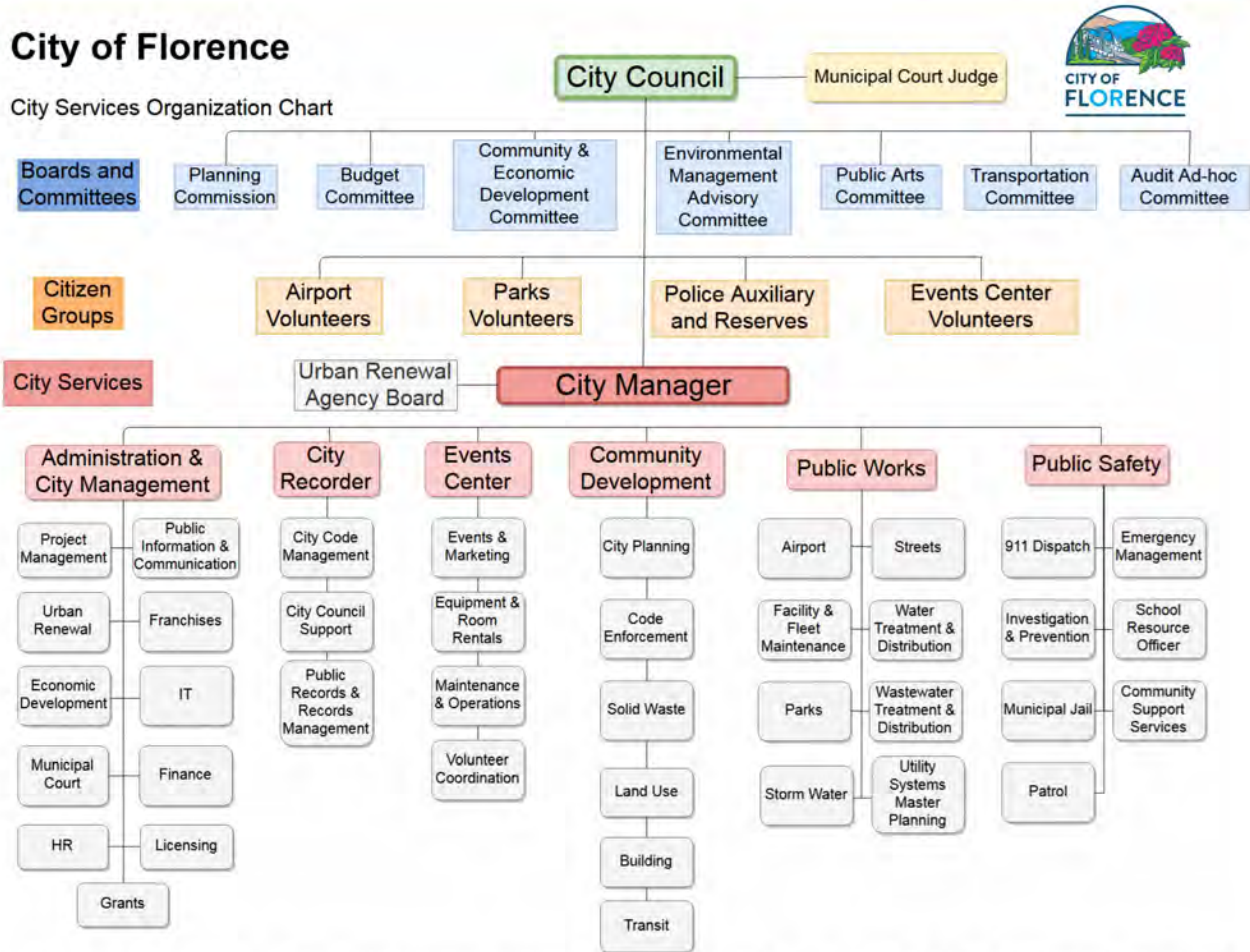
City Manager	Erin Reynolds
Assistant City Manager & Public Information Officer	Megan Messmer
Administrative Services Director	Anne Baker
City Recorder	Lindsey White
Community Development Director	Wendy FarleyCampbell
Human Resources Director	Alex Ferguson
Police Chief	John Pitcher
Public Works Director	Mike Miller



CITY SERVICES

City of Florence

City Services Organization Chart



The City of Florence City Services Organizational Chart represents the structure of the City services provided to the residents and visitors of Florence. This chart includes the elected and appointed officials, boards and committees, citizen groups, and city services provided by staff and contractors.

The services outlined above are comprehensive and represent the majority of the work performed by the City related to day-to-day operations and management of the City of Florence. Each general category of services does include many elements that make up providing those services to the community. While comprehensive, there may be services or activities not outlined in the chart due to the dynamic and diverse requirements of City operations and responsibilities.

For further detail on City services, please contact the City of Florence at 541-997-3437 or view our departmental pages on the City website at [www.ci.florence.or.us](http://www.ci.florence.or.us).



## WORK PLAN PURPOSE

The City of Florence’s 2023-2025 Work Plan identifies the priority projects and activities for the biennium. The City’s Mission and Goals are the foundation for the Work Plan and each item supports at least one goal. The City’s Biennial Budget is developed based on the adopted Work Plan for the biennium. The Work Plan provides a road map for work to initiated during the biennium.

The Work Plan includes plans and projects that address important issues related to residential growth, economic development, adding family-wage jobs, maintaining and enhancing the City’s services and infrastructure, improving community trust and communications, and monitoring areas for improvement to our City Code and services.

### Mission

“The Mission of the City of Florence is to meet community expectations for municipal services, provide a vision for civic improvements, maintain a quality environment, and position Florence to have an economically viable and sustainable future.”



With this Work Plan, the Florence City Council supports the five overarching City Goals outlined above and the vision of being Oregon’s Premier Coastal Community. As the City works to achieve these goals, the City Council has emphasized their desire to execute the work of the City with the foundational values of serving with compassion and respect, encouraging volunteerism and civic engagement, and their commitment to lead by example. The City Council expects that the City’s committees and commissions will perform their work under the same value system. Under the direction of the City Manager, these values are shared by City staff and inform the work throughout the organization.

## WORK PLAN DEVELOPMENT

The City of Florence 2023-2025 Work Plan incorporates input and direction from Council throughout the year. City staff will build the 2023-2025 biennial budget based on the direction from the City Work Plan. Each year, the City Council’s annual work plan sessions provide an opportunity to revisit the high-level goals and identify key strategies, action items, and projects to be undertaken by the organization to help move the City forward towards those goals.

In early 2023, the City Council had several work sessions to review the progress made on items outlined in the 2021-2023 Work Plan and to review proposal for the upcoming biennium. During those sessions, members of the City Council discussed the various items and determined whether they would be included in the 2023-2025 Work Plan. Items of discussion during those work sessions came from staff as either carryover from the previous biennium or new items, items based on community input, items that are needed due to regulatory agency mandates, items from the various commissions and committees, and items presented by the City Council, both individually and as a collective body. It was also during those work sessions that the City Council reaffirmed the five City Goals, which included updates to the descriptive wording.

The City of Florence 2023-2025 Work Plan was adopted by the Florence City Council at their regular meeting on February 27, 2023, via Resolution No. 5, Series 2023.

### WHERE DO WORK PLAN ITEMS ORIGINATE?





## UNDERSTANDING THE WORK PLAN

The Work Plan is comprised of a variety of items outside of the day-to-day operations of the City. There are several types of items and actions included within the Work Plan, which all include a process for completion. These items are those that the City Council and staff plan to work on throughout the two year biennium. An explanation of the types of items and what that means for process is below.



### Types of Work Plan Items:

**Capital Projects and Expenditures** — This includes items such as construction projects and large purchases. The City operates within our adopted fiscal and purchasing policies. Construction projects go through several phases of planning, design, and approval before physical construction begins. For large purchases, the City utilizes public competitive bidding processes.



**City Code Updates** — Proposals to update sections of the City Code indicate that those are items the City wishes to review and consider over the biennium. That consideration involves discussion of why updates are needed, options to consider, proposed updates, public input and hearings, and other processes involved in updating City Code. Any proposed code language would be developed during those processes.



**Policy Direction** — These items are questions or new items that the City Council will review and discuss during the biennium to develop policy direction on based on information presented by City staff, volunteers, and/or stakeholders. The policy direction will guide City staff and operations in future activities and actions.



**Other Items** — The Work Plan also includes many items that do not necessarily fall into one of the above categories. These items will include public processes as needed.

## 2023-2025 WORK PLAN ITEMS

### GENERAL ITEMS

#### General City-Wide Items

- Objective Development grants management program for City-wide coordination, reporting, and applications.
- Objective Facilitate community discussion around maintaining a quality environment and sustainable future.
  - Task Staff participation in the Lane County Climate Action Plan development process to represent the coast in planning efforts.
- Objective Monitor city population and state statutes for needed actions to comply with new rules related to housing and other land use related statutes.
- Objective Evaluate current and potential updates to operating models of the Florence Senior and Activities Center to improve service delivery.
- Objective Evaluate and represent the City for future development opportunities on City owned properties.
- Objective Look at opportunities for Old Town Fire Station relocation and adding amenities such as parking and restrooms.
- Objective Review and update system development charge (SDC) fee structure.
  - Task Evaluate current streets SDCs and update the methodology to address development needs.
  - Task Analyze and evaluate the potential for a parks SDC to enhance the park network as growth occurs.
- Objective Encourage and foster cross department, committee, and commission communication and partnerships.

#### City Licensing

- Objective Reassess and update the City's various licensing where appropriate.
- Objective Evaluate and update the City's business license renewal process.
- Objective Evaluate, and update if needed, the public space reservation and use policies and procedures, including the new facility at Miller Park.

## 2023-2025 WORK PLAN ITEMS

### COUNCIL, COMMITTEE, COMMISSION, & BOARD MANAGEMENT

#### City Committees & Commission Coordination

**Objective** Review and update the City Committee & Commission Policy Manual.

*Task* Review and update the recruitment and appointment process.

*Task* Ensure appointees are trained in city processes, public meetings law, and Oregon government ethics laws.

*Task* Review appointment timelines, including annual appointments and mid-year appointments.

**Objective** Ensure Committee & Commission effectiveness in supporting Council Goals & Work Plan.

*Task* Evaluate Committee's work plan recommendations in context of overall City work plan objectives.

**Objective** Support the City Committees in utilizing sub-committees to address topics related to the work of the various committees per the City Committee & Commission Policy Manual.

#### Public Meetings

**Objective** Review and update internal processes related agenda and meeting materials management.

**Objective** Research and implement public meetings management software solutions.

## 2023-2025 WORK PLAN ITEMS

### COMMUNITY OUTREACH & COMMUNICATIONS

#### Citizen Participation

- Objective Development and implementation of Citizen’s Academy.
- Objective Develop methods for youth involvement in City programs and projects.
- Objective Continued participation and development of community activities such as Public Works, City Day, City Block Party, and National Night Out.
- Objective Implementation of a community attitudes survey.
- Objective Provide support for community holiday lighting program.

#### Communication Guidelines

- Objective Development of a City-wide communications and style guide.
  - Task Develop communications templates and procedures.
  - Task Define how information is shared externally to provide consistency across the organization.
  - Task Implementation of communications procedures across organization, including updating of current policies.
  - Task Development of City-Wide Procedures for Public Input Collection & Information Sharing.
- Objective Update the City’s Social Media Policy.

#### Community Designations & Awards

- Objective Tree City USA Designation renewal.
  - Task Work with EMAC on plan to maintain status.
- Objective Identify and evaluate the value of additional city specific designations, including those related to Bee City USA, TransAmerica Bike Route, etc., and work to obtain those determined to be beneficial.

#### News & Media

- Objective Monthly distribution of City Newsletter.
- Objective Distribution of news items to local and regional media outlets, including recurring radio interviews, etc.
- Objective Development of informational videos to add to the City’s video library.
- Objective Continue outreach on the City’s social media platforms to provide City news and updates.
- Objective Develop City Communications Policy.

#### Website

- Objective Continue to improve the City’s website content and the information available.
- Objective Update the City’s website, to include implementation of the updated style guide and integration of new website capabilities across the organization.

## 2023-2025 WORK PLAN ITEMS

### HOUSING EFFORTS & INITIATIVES

#### Development Regulations

- Objective Update Comprehensive Plan and Zoning Maps in support of housing and economic opportunities analysis completed in 2018.
- Objective Residential Code Updates, Phase 2—Short Term Rentals, transitional, RV/MFH parks, special needs housing, emergency housing.
  - Task Evaluate and amend short term rental policies to ensure adequate housing supply for workforce.
- Objective Encourage rehabilitation of housing stock through incentives and code updates.

#### Housing Development

- Objective Support community partners in development of workforce and affordable housing.
- Objective Evaluate the City’s role and participation in workforce housing development projects, including land and grant funding assistance.
- Objective Coordinate with major local employers in efforts to develop and support affordable housing for their workforce.
- Objective Explore options for accommodating transitional housing and make necessary code updates.
- Objective Work with community partners to promote resources to address community concerns for the housing insecure populations.
- Objective Builder’s Forums and Frequently Asked Questions – Support staff in developing events and literature that would allow builders and developers in Florence to ask questions and learn more.
- Objective Florence Rental Housing Market Study – Collect information from local rental properties about the rental market in Florence to provide information for future builders and grant opportunities.

#### Financial Incentives

- Objective Evaluate options and long-term financial sustainability for financial incentives to promote workforce housing development.
  - Task Evaluate other public funding and incentives mechanisms as appropriate.
- Objective Identify and explore implementation of affordable housing incentives such as transfer of development rights, density bonuses, tax exemptions, parking reductions, and construction excise tax (CET).
- Objective Evaluate opportunities for incentives related to development of apartment buildings and other multifamily rental housing options.

#### Infrastructure

- Objective Prioritize capital improvements for affordable housing projects.

## 2023-2025 WORK PLAN ITEMS

### FAMILY WAGE JOBS & WORKFORCE DEVELOPMENT

#### Business Retention & Expansion

- Objective Develop a business retention & expansion program in coordination with community partners.
  - Task Continuation of the annual business survey.
- Objective Continue to improve business communication and outreach.
  - Task Continue to monitor new business licenses & perform outreach.

#### Tourism Promotion

- Objective Evaluate tourism and marketing efforts.
  - Task Review and update of destination marketing agreement.
  - Task Review and update of visitor information center and visitor experience contract.
  - Task Review Transient Room Tax (TRT) allocation methodology.
  - Task Support efforts of tourism marketing agencies including, but not limited to Travel Oregon, Travel Lane County, Oregon Coast Visitor's Association, and the Florence Area Chamber of Commerce.
- Objective Continue to support community driven efforts toward public space beautification, recreational opportunities, and culture.
- Objective Conduct parking analysis and consider amendments to parking requirements in Old Town.
  - Task Consider supporting efforts to research and determine whether to conduct a parking analysis and take steps for parking management in Old Town.
  - Task Work with Old Town businesses on potential strategies for parking management.

#### Marketing & Recruitment

- Objective Expand marketing for the Pacific View Business Park to help promote development.
  - Task Evaluate methods to streamline the purchasing process for lots owned by the City.
  - Task Coordinate with Business Oregon, Lane County and the South Coast Development Council for out of area marketing.

**2023-2025 WORK PLAN ITEMS**

**FAMILY WAGE JOBS & WORKFORCE DEVELOPMENT CONTINUED**

**Entrepreneurship & Innovation**

**Objective** Continue to support the Regional Accelerator & Innovation Network (RAIN), Small Business Development Center (SBDC), and Florence Area Chamber of Commerce entrepreneurship programs.

*Task* Assist in marketing entrepreneurship events and trainings.

*Task* Provide support to business and potential business participants as necessary.

*Task* Support and advance efforts to obtain additional funding and incentives for entrepreneurship programs through grants or statewide funding initiatives, as well as support of local programs.

**Objective** Conduct feasibility study for redevelopment of key sites for public/private development ‘incubator’ and ‘makers spaces.’

**Education & Workforce**

**Objective** Support entities that provide education, workforce training, apprenticeship, and/or internship opportunities to local students and residents.

**Objective** Support efforts for promotion of remote workforce in conjunction with economic development partners.

**Objective** Work with City Staff and organizations such as South Coast Development Council and Business Oregon to support businesses looking to locate to Florence.

**Objective** Support entities and work with partner agencies to continue development of childcare and early learning availability.

**Economic Development Program Structure**

**Objective** Leverage resources by maintaining partnerships with regional agencies.

## 2023-2025 WORK PLAN ITEMS

### COMMUNITY BEAUTIFICATION & AESTHETICS

#### Community Gateway Signage

Objective Develop welcoming gateway signage (N,S,E).

#### Landscaping & Lighting

Objective Identify and create vegetation preservation opportunities such as greenbelts and setbacks.

Objective Improve Curb Appeal and protect natural areas from invasive weed encroachment.

*Task* Support the Environmental Management Advisory Committee to update vegetation preservation city code to eliminate inconsistencies and reflect current community quality of life goals.

*Task* Create and implement a noxious weed control program to educate the public, eradicate problem areas and recognize business, group and individual positive efforts.

*Task* Review opportunities to update codes related to supporting pollinators.

Objective Promote the benefits of the Fire Wise practices and programs offered through Lane County.

Objective Research industry standard parking lot lighting level standards and revise lighting code to ensure safety and improve quality of life.

Objective Develop community education on lighting code amortization.

#### Public Arts Program

Objective Public outreach and marketing of Public Arts Program.

Objective Art Exposed Program, including rotating art, marketing pieces for sale, and identifying additional locations.

Objective Determine viability of the development of a private property art program and match program.

Objective Determine funding strategy, timeline, and installation of featured pieces within the ReVision Florence streetscape project and larger Florence area.

Objective Research and identify opportunities for sustainable funding for Council consideration.

Objective Continue to market and maintain a Public Art Quest (scavenger hunt) for the Oregon Sea Quest program through Oregon State University.

Objective Development of comprehensive, long-term plan for the City's Public Arts Program for Council consideration.

Objective Evaluation of the current Florence Mural Code with City staff as directed by the Council.

Objective Research and initiate an Indoor Public Spaces Program to install art inside local public buildings.

Objective Community outreach related to programs and events that support the Public Art Program.

Objective Evaluate the process for acquisition of public art and the role & responsibilities of the Public Arts Committee through review of the Public Art Guidelines (Resolution No. 4, Series 2016) and the Public Arts Committee duties per FCC 2-4.



## 2023-2025 WORK PLAN ITEMS

### FLORENCE EVENTS CENTER

#### Event & Marketing Management

- Objective Continue to develop and pursue sustainable funding options.
  - Task Increase number of conferences & events.
  - Task Promote the FEC endowment program fund managed by the West Lane Community Foundation.
  - Task Work to book bigger name acts with consideration to risk vs. benefit, including FEC sponsored events.
- Objective Continual improvement to marketing efforts, including adapting to various methods.
  - Task Refresh FEC branding, including logo and website.
  - Task Evaluate and expand marketing efforts.
- Objective Work to recruit and retain volunteers to support the FEC.
  - Task Improve volunteer recruitment and management.
  - Task Support fundraising events presented by Florence Arts, Culture, and Entertainment (FACE).

#### Food & Beverage Services Management

- Objective Further develop and market the off-site catering program.
- Objective Evaluate and implement an updated point-of-sale system for catering services, including concessions, inventory tracking, and financial tracking.
- Objective Develop a plan for updating the refrigeration and freezer systems for the FEC kitchen, including implementation.

#### Operations & Facility Management

- Objective Improve Florence Events Center Facility and Operations.
  - Task Review and update FEC policies and procedures.
  - Task Evaluate systems for off-site delivery of catering services and equipment rentals.
- Objective Continue to maintain and improve the FEC facility.
  - Task Implement a routine maintenance schedule and monitoring for routine items.
  - Task Increase east parking lot lighting.
- Objective Update the functional office space for administration, event management, and the kitchen, including storage systems and third party use of FEC spaces.
- Objective Development of plan for facility expansion and update, including the incorporation of the North lot.

2023-2025 WORK PLAN ITEMS

PUBLIC SAFETY

Police, Dispatch, & Corrections

- Objective Continue to implement community policing best practices and enhance community policing programs/ outreach.
  - Task Develop permanent funding for School Resource Officer.
  - Task Expand community support through National Night Out.
  - Task Continue to implement and expand the Auxiliary and Reserve Officer programs.
  - Task Continue to host and improve the Florence Police Department Youth Academy.
  - Task Increase coordination with the Western Lane Fire & EMS Authority (WLFEA) and Toys for Tots to distribute community donations to families in need.
- Objective Continue to implement proven best practices for public safety agencies regarding homelessness, substance abuse, mental health, and other social concerns and support non-profit and government partners in community driven approaches.
  - Task Continue de-escalation and Crisis Intervention Training (CIT).
  - Task Continue to support the partnership with the Mobile Crisis Response (MCR) program and expand the use of the program.
  - Task Continue to implement best practices for addressing the needs of vulnerable and underrepresented populations with compassion, including utilizing programs with our partner agencies.
- Objective Maintain Compliance with Criminal Justice Information Services (CJIS) and Federal Crime Reporting.
- Objective Evaluate the public safety staffing levels of the full Police Department, based on calls for service and long-term financial feasibility.
- Objective Implement eCitations program.
- Objective Improvement of policies and procedures for Jail, including implementation and training.
- Objective Implement and transition to a Department owned duty weapons program, including hand guns and patrol rifles.

2023-2025 WORK PLAN ITEMS

PUBLIC SAFETY CONTINUED

**Municipal Court**

- Objective Implementation of the e-conviction program for processing DMV convictions electronically.
- Objective Program implementation for collection of fines and fees through the Department of Revenue.
- Objective Continued implementation of process improvement and modernization.

**Emergency Management**

- Objective Continue to participate and lead efforts of the West Lane Emergency Operations Group (WLEOG).
  - Task Coordinate efforts to update and maintain the Emergency Operations Plan.
  - Task Develop departmental procedural checklists for City supported functions of the Emergency Operations Plan.
  - Task Assist in the coordination of and participate in local and regional emergency exercises.
- Objective Coordinate with Lane County Emergency Management on the Florence Annex to the Lane County Natural Hazards Mitigation Plan Update.
- Objective Continue to develop and implement City emergency preparedness policies.
  - Task Develop a continuity of operations plan for the City.
  - Task Develop internal departmental procedures, policies, and checklists for emergency response.
  - Task Continue to ensure that all employees receive Incident Command System (ICS) 100, 200, 700, and 800 training.
  - Task Continue to coordinate specific ICS trainings for identified employee roles.

## 2023-2025 WORK PLAN ITEMS

### FINANCIAL PROCESSES & TRANSPARENCY

#### Financial Sustainability

- Objective Review and update long-range financial forecasts annually for all funds. Identify funding gaps and approaches to ensure financial and organizational sustainability.
- Objective Prepare biennial budget consistent with adopted work plan and the Government Finance Officers Association best practices.
  - Task Prepare biennial budget incorporating five-year financial forecasts, work plan and policy direction, items that remain unfunded and/or require action by Council or others.
- Objective Ensure timely financial reporting.
  - Task Prepare quarterly reports that include financial, operational or capital performance and status.
  - Task Adjust budgets timely to reflect changes in budgeted resources and/or expenditures to achieve work plan objectives.
  - Task Secure clean opinion on audited financial statements.
  - Task Prepare a Comprehensive Annual Financial Report (CAFR) consistent with the Government Finance Officers Association best practices.
- Objective Continue processing and negotiating franchise agreement with current and future telecommunications providers, and Central Lincoln PUD.
- Objective Continue to monitor the regulations related to the American Rescue Plan Act of 2021 funding, and implement to use of those funds.
- Objective Implementation of new Enterprise Resource Planning System.
- Objective Review and update building and planning permitting fees to recuperate costs in accordance with state statutes and city policy.

## 2023-2025 WORK PLAN ITEMS

### INTERNAL CITY PROCESSES & PROCEDURES

#### Human Resources

- Objective Review and updates to pay administration systems and policies.
  - Task Conduct an updated Equal Pay Act Analysis.
  - Task Review employee benefits packages.
- Objective Complete negotiations with the Florence Police Association for contract ending mid-biennium.
- Objective Continue review and updates of personnel management systems and policies.
  - Task Review and update City personnel policies and procedures.
  - Task Implement a comprehensive performance management system.
  - Task Develop and implement employee training programs and tracking system.
- Objective Develop and implement succession planning initiatives for key positions.
- Objective Develop and implement initiatives to promote diversity, equity, and inclusion in the workplace.

#### Information Technology

- Objective Assist various departments in the implementation of technology and software solutions.
- Objective Provide ongoing support for evolving technology needs related to remote access services for both employees and members of the public.
- Objective Research and implement network upgrades and optimization.
- Objective Migration to Microsoft 365, and associated updates needed.
- Objective Maintain and continue proper information technology security programs and protocols.

#### Records Management

- Objective City Code audit to ensure all published City Code documents are current based on adopted ordinances.
- Objective Research and implement codification software solutions.
- Objective Improve City's records management and retention program.
  - Task Research and potentially implement records retention software.
  - Task Determine solution and implement plan for long-term off-site records storage.
  - Task Continue to digitize and index the City's permanent and long-term records.
  - Task Setup protocols and processes for retention of City email records.
- Objective Update Public Records Request Policies and research software solutions for potential implementation.

2023-2025 WORK PLAN ITEMS

COMMUNITY DEVELOPMENT

Land Use & Planning

- Objective Perform general housekeeping updates to Titles 10 and 11.
  - Task Revisit Phase 1-Residential housing code update to address inconsistencies and go-backs.
- Objective Work with State of Oregon to identify and pursue a path to update the Florence Realization 2020 Comprehensive Plan consistent with state requirements and community needs, including supporting plans and code as required by population increases.
- Objective Identify and create industrial building architectural standards for various building types.
- Objective Review commercial districts use codes for opportunities to improve readability and use such as reducing use lists, addressing on-site outdoor cafes, and neighborhood commercial use.
- Objective Consider reintroducing compact standards and create consistency in ADA dimensions.
- Objective Update the Stormwater Design Manual by evaluating Portland’s (the basis for Florence’) and applying as reasonable their recent changes such as reduced planting density and setbacks clarity.
- Objective Design and implement community education and outreach program on planning related topics.
- Objective Design and implement applicant education, staff operation and communication standards, and application submittal and tracking system for the life cycle of the development process.
- Objective Update City land use plans, as needed, including the following:
  - Task Siuslaw Estuary Management Plan Update, led by the Department of Land Conservation and Development.
  - Task Estuarine Resilience Action Plan, led by the Department of Land Conservation and Development and Siuslaw Watershed Council.
- Objective Land Use updates need as a result of State legislative requirements.
  - Task HB 2884: Extends time for recording partition plat from 90 to 365 days after the unit of land is validated as a lawfully established parcel.
  - Task HB 3109: Establishes that childcare facilities are permitted in all commercial or industrial zoned areas, except for heavy industrial zones.
  - Task HB 2180: Requires new construction of certain buildings (commercial, multi-family with 5 or more units, and some mixed-use buildings) to include electrical service capacity for 20% of vehicle spaces.
  - Task SB 458: The bill sets forth a series of parameters on how a city must process middle housing lot division applications. The city must apply an “expedited land division” process defined in ORS 197.360 through 197.380, and the applicant must submit a tentative plan for the division to include separate utilities for each dwelling unit, is in compliance with Oregon Residential Specialty Codes, one dwelling per lot/parcel.
- Objective Research code update options to provide the opportunity for food trucks within a pod or more easily individually on a lot—recognizing the valuable market entry opportunity for those interested in the restaurant business.

**2023-2025 WORK PLAN ITEMS**

**COMMUNITY DEVELOPMENT CONTINUED**

**Lane Use Planning Continued**

- Objective Miscellaneous City Code review and updates.
- Task Bicycle Parking: Consistent with vehicular standards and require parking be added when there is an increase in intensity not just new construction.
- Task Clarification of Office versus Health/Medical Clinic.
- Task Establish time, place, manner criteria for methadone, ketamine, psilocybin clinics, and adult entertainment.

**Building Regulations & Permitting**

- Objective Analyze and implement technical and operational needs for the Building Department
- Objective Update contract for Building Inspection and Building Official services.
- Objective Design and implement community education and outreach program on building safety and permitting.
- Objective Update Florence City Code Title 4, Chapter 5 – Abatement of Dangerous Buildings.
- Objective Establish Short Term Rental pre-inspection program and fee.
- Objective Review and update sign code.

**Code Enforcement**

- Objective Update City’s nuisance codes to remove inconsistencies, improve clarity, and address unaddressed issues.
- Objective Complete and implement the code enforcement operations manual to create the opportunity for professional volunteer assistance.
- Objective Review and update City Code and procedures if necessary in response to House Bills 3115 and 3124.
- Objective Design and implement community education and outreach program on City Code and reporting procedures.

## 2023-2025 WORK PLAN ITEMS

### INFRASTRUCTURE & CAPITAL IMPROVEMENTS

#### City Facilities

- Objective Pursue opportunities to support public electric vehicle charging options at City facilities and parks.
- Objective Deconstruction of Old Public Works.
  - Task Clear out items stored at the old facility.
  - Task Transition remaining Public Works Inventory and other items to the new public works facility.
  - Task Asbestos abatement for all facilities on the site.
  - Task Deconstruction and disposal of buildings after asbestos abatement.
- Objective Continue City Public Works Facility phased expansions.
  - Task Design and construct additional 3-sided pole building(s).
  - Task Pave out parking lot.
  - Task Design and construct the grant funded fueling facility, in coordination with regional partners.
  - Task Plan for City-wide storage and records facility.
- Objective Expansion of Water Treatment Plant Office Space.
- Objective Continue facility maintenance updates, including flooring replacement in remaining areas of the Justice Center.

#### Fleet

- Objective Maintain fleet vehicles at prescribed schedules.
- Objective Plan for the replacement of the 2007 Elgin Crosswind Street Sweeper.
- Objective Purchase of compact track loader with land management attachment.



**2023-2025 WORK PLAN ITEMS**

**INFRASTRUCTURE & CAPITAL IMPROVEMENTS CONTINUED**

**Parks & Parks Improvements**

- Objective Construction of the Siuslaw Estuary Trail – Hwy 126 to Port of Siuslaw property.
- Objective Complete construction of grant funded improvements at Rolling Dunes Park, including pickleball expansion, tennis court resurfacing, and new restrooms.
- Objective Replacement of aging play structures.
  - Task Completion of the replacement of the Miller Park play structure.
  - Task Replace play structure at Munsel Road Park.
- Objective Completion and marketing of Disc Golf Course, including the land use process.
- Objective Conversion of Old Public Works to Gallagher Park, including public outreach, park design, funding , and construction.
  - Task Evaluate options to address old water tower.
- Objective Improve parks, trails, and walkability.
  - Task Complete major trail maintenance & repaving.
  - Task Resurface the skate park at Miller Park.
  - Task Develop nature trails at Ocean Woods Park.
  - Task Plan for expansion of Exploding Whale Memorial Park to include trail connection to Rhododendron Drive near hospital and additional parking.
  - Task Continue to look for opportunities to expand park amenities in Old Town.
  - Task Continue coordination with the State of Oregon on the Oregon Coast Trail System connection project.
  - Task Continue to look for opportunities and plan for additional inner city biking and walking trail amenities.
- Objective Design and implement Maple Street restroom remodel and upgrades for ADA.
- Objective Plan and construct new restroom facility in Old Town - west end.
- Objective Complete Park Master Plan Update.
  - Task Seek long term financing plan to improve parks, trails, and walkability.
  - Task Consider incorporation as appropriate of City polices on pets, use permits, alcoholic beverages, hours of use specific to each park, open fires, fees, refundable deposit, and types of activities that can or cannot take place, etc.
- Objective Support Community group grants to improve or create new parks.

## 2023-2025 WORK PLAN ITEMS

### INFRASTRUCTURE & CAPITAL IMPROVEMENTS CONTINUED

#### Streets & Sidewalks

- Objective Continue the update process for the City’s Transportation Systems Plan.
  - Task Implement corresponding updates to the Florence City Code, Comprehensive Plan and Capital Improvement Plan.
- Objective Reconstruct Rhododendron Drive – Wildwinds to 35th including realignment, separated multi-use path and improved river overlook/parking area.
- Objective Complete annual Chip/Fog Seal Program.
- Objective Seek Safe Routes to School grants to extend sidewalks along 35th from Hwy 101 to Rolling Dunes Park.
- Objective Fix Spruce Street Culvert Failure, including seeking grant funding.
- Objective Plan for development and construction of the continuation of a separated 12’ multi-use path along Rhododendron from 35th to North Jetty Road, and from North Jetty Road to Heceta Beach Road.
- Objective Develop approach and funding to address deferred street maintenance.
- Objective Master planning for future updates to the Old Town area.
- Objective Enhance pedestrian and ADA crossing opportunity on Nopal and Bay Streets.
- Objective Plan and implementation of larger street projects.
  - Task Reconstruction 20th Street - Oak to Kingwood.
  - Task Spruce Street repaving from 18th to 25th.
  - Task Quince Street Improvement Project from Harbor to 8th Street, including 8-foot sidewalk, ornamental street lights, dedicated parking and bike lanes, widening of 6th Street.
- Objective Pavement Preservation: 35th Street Pine to Hwy 101

#### Stormwater

- Objective Complete Old Town Stormwater Drainage Project – 6th Street Juniper to Hemlock and Hemlock to 1st Street.
- Objective Complete 2nd Street Stormwater Project.
- Objective Plan and completion of the Coast Guard Road stormwater redesign and slope stabilization.

## 2023-2025 WORK PLAN ITEMS

### INFRASTRUCTURE & CAPITAL IMPROVEMENTS CONTINUED

#### Water

- Objective Installation of new production well.
- Objective Complete 16-inch water line on Kingwood between 9th and Rhody.
- Objective Replace water mains on Laurel and Maple Streets.
- Objective Replace water main on 1st between Harbor and Hwy 101.
- Objective Engineering plan for new 16-inch water main from Water Treatment Plant to Spruce Street.
- Objective Engineering plan for new 16-inch water main on Spruce Street from 25th to Hwy 126.

#### Wastewater

- Objective Develop Facilities Plan for the Wastewater Treatment Plant.
  - Task Develop facilities plan to guide major equipment replacement and set the stage for expansion.
- Objective Implement plan for providing sewer to North Urban Growth Boundary as needed by development.
  - Task Explore and obtain grants to construct new gravity sewers in North UGB.
- Objective Develop a plan for the replacement of the Ivy Street Pump Station.
- Objective Develop a plan for the replacement of the Siuslaw Village Pump Station.
- Objective Digester Rehabilitation.
- Objective UV System upgrade and expansion.
- Objective Headworks Rehab.
- Objective Sealing of CMU block buildings.
- Objective Aeration Basin baffle and selector system.
- Objective Aeration Basin Blower Replacement.
- Objective Complete the replacement of the centrifuge.

**2023-2025 WORK PLAN ITEMS**

**SUSTAINABILITY & CONSERVATION**

**City Bio-Solids Program**

- Objective Expand biosolids composting facility.
- Task Perform a curbside yard debris collection cost-benefit/feasibility study.
- Task Identify and secure funding sources for expanding Flo-Gro processing.
- Task Develop plan to market Flo-Gro product.
- Objective Research opportunities and analyze financial feasibility to capture and utilize methane at the Wastewater Treatment Plant.

**Solid Waste, Recycling, & Litter Reduction**

- Objective Support Environmental Management Advisory Committee’s work to enhance efforts toward recycling and litter reduction.
- Task Implement program to place garbage & recycling containers in identified problem areas of the city.
- Task Modify solid waste collection fees to include yard debris collection.
- Task Implement Five “R” Restaurant rating Program recognizing, awarding and educating sustainable environmental practices with local restaurants with an emphasis on food waste reduction.
- Task Provide informational and educational materials to the community on environmental best practices such as recycling, composting, food waste reduction and utilization of Flo-Gro via a variety of mediums such as brochures, websites, social media and video/film.
- Objective Reduce visible litter in the community by promoting programs such as Adopt-a-Highway, Adopt-a-Street, and others, as well as update city codes as needed.
- Objective Upon request, consider a sole source solid waste franchise, negotiating options and analyzing best practices, and drafting and implementing related code updates.

**Other Sustainability Promotion**

- Objective Create pathways for sustainable local food production and security.

2023-2025 WORK PLAN ITEMS

TRANSPORTATION

**Airport**

- Objective Continue to promote business opportunities for the Airport.
- Objective Research opportunities for grants to develop Airport Memorial Gateway Project.
- Objective Support the community efforts to restart the Wings & Wheels event.
- Objective Complete the airport office building remodel to address siding and window issues.
- Objective Implement Airport Improvements according to Airport Master Plan.
- Objective Complete Runway/Taxi Lane/Apron/Taxiway seal project.

**Transit Service**

- Objective Support County and regional transportation planning efforts.
- Objective Continue Promotion of regional transit service.
- Objective Continue efforts to increase public transit opportunities to Eugene and Coos Bay and support continuation of Yachats pilot program.
- Objective Transit Stop Management.
  - Task* Explore grant opportunities to replace transit stops.
  - Task* Investigate safety and identify solutions for transit stop abuse.
- Objective* Perform a Transit Ridership survey.
- Objective Research and review City codes related to private transportation providers and revise to include medical transport elements.
- Objective Research guidelines for a coordinated effort between private transportation providers and the City.
- Objective Research and adopt transit amenity design standards.
- Objective Support local transit promotion and improvements.

## 2023-2025 WORK PLAN ITEMS

### URBAN RENEWAL AGENCY SUPPORT

#### ReVision Florence

- Objective Pedestrian Light Arm Purchase and Installation.
- Objective Determine funding strategy, timeline and installation to systematically complete Public Art within the streetscape project including both Art Exposed and permanent installations.

#### Development of Quince Street Property

- Objective Assist Florence Urban Renewal Agency in the development of the Quince Street property.
  - Task Provide support necessary for the completion of the Hotel Development on the south end.
  - Task Assist Florence Urban Renewal Agency in determining their goals for development on the north end of the Quince Street property, including a marketing and development strategy.

#### Old Town & Main Street Development

- Objective Support the Florence Urban Renew Agency as they review and update the market analysis and investment strategy for the district, including public outreach and assessment of goals, limitations, and barriers for development identified.
- Objective Support the Florence Urban Renewal Agency's (FURA) work to market and recruit for five catalyst sites for housing and commercial uses.
- Objective Support the Florence Urban Renewal Agency's (FURA) to support predevelopment and redevelopment programs.
  - Task Analyze the financial feasibility of accepting additional applications for the program.
- Objective Work with the Florence Urban Renewal Agency (FURA) to develop and implement a Façade Improvement Program.
  - Task Analyze the financial feasibility of the creation of a Façade improvement program, and if feasible develop and deploy program.
- Objective Identify locations, design and install Wayfinding Signage in Old Town.

# **RESOLUTION NO. XX, SERIES 2023**

Place Holder for  
Resolution Electing to  
Receive State Shared  
Revenues





# **RESOLUTION NO. XX, SERIES 2023**

Place Holder for  
Resolution Declaring  
Eligibility to Receive  
State Shared Revenues



# **RESOLUTION NO. XX, SERIES 2023**

Place Holder for  
Resolution  
Adopting Budget, Making  
Appropriations, and  
Imposing and  
Categorizing Ad Valorem  
Taxes

Place Holder for  
Resolution  
Adopting Budget, Making  
Appropriations, and  
Imposing and  
Categorizing Ad Valorem  
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Taxes

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Resolution  
Adopting Budget, Making  
Appropriations, and  
Imposing and  
Categorizing Ad Valorem  
Taxes

# BUDGET CALENDAR

# 2023 - 2025 Budget Calendar

Budget Committee meetings will be held in person beginning at 5:30 pm on the dates indicated below in blue.

**City Budget Committee:** City Council (5) & City Budget Committee Members (5).

**FURA Budget Committee:** FURA Board Members (9), Additional City Councilors (2), City Budget Committee Members (5), & FURA Budget Committee Members (2).

Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## JAN Work Plan Development

- 1/5 - City Council Work Plan Session
- 1/12 - City Council Ethics Training
- 1/23 - City Council Work Plan Session
- 1/26 - City Council Work Plan Session
- 1/30 - City Council Work Plan Session

Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

## APR Proposed Budget Finalization

- 4/19 - City & FURA Budget Committee Training, 5:30 pm

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

## FEB Work Plan Development

- 2/2 - City Council Work Plan Work Session
  - 2/6 - City Council Work Plan Work Session
  - 2/13 - City Council Work Plan Work Session
  - 2/27 - City Council Work Plan Adoption
- Staff will develop the proposed budget throughout the months of February, March, and April.*

Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

## MAY Budget Committee Meetings

- 5/1 - City Budget Committee Budget Message, 5:30 pm
- 5/8 - FURA Budget Committee Meeting, 5:30 pm
- 5/8 - City Budget Committee Meeting, after FURA Meeting
- 5/10 - City Budget Committee Meeting, 5:30 pm
- 5/11 - City Budget Committee Meeting (if needed), 5:30 pm
- 5/24 - FURA Board Budget Public Hearing, 5:30 pm

Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
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12	13	14	15	16	17	18
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26	27	28	29	30	31	

## MAR Year End & Budget Preparation

- 3/7 - City/FURA Budget Committee Training
- 3/9 - City Director Budget Meetings
- 3/14 - City Director Budget Meetings
- 3/16 - City Director Budget Meetings

Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

## JUN Budget Finalization & Adoption

- 6/5 - City Council Budget Public Hearing, 5:30 pm

*Adoption of FY 2023-25 Budgets due by June 30, 2023.*





# FISCAL POLICIES

## Purpose

The City of Florence is committed to responsible fiscal management through financial integrity, prudent stewardship of public assets, planning, accountability and full disclosure. The broad purpose of the Fiscal Policies is to enable the City to achieve and maintain a long-term stable and positive financial condition. These policies are adopted by the City Council as the basic framework for overall financial management of the City, to guide day-to-day and long-range fiscal planning and decision making, and to achieve the following general financial goals:

1. Provide an adequate financial base to sustain the desired level of municipal services to maintain the social wellbeing and physical conditions of the City.
2. Deliver cost effective and efficient services to citizens.
3. Provide and maintain essential public facilities, utilities, and capital equipment.
4. Protect and enhance the City's credit rating so as to obtain the lowest cost of borrowing and assure taxpayers and the financial community that the City is well managed and financially sound.
5. Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect the City's residents and businesses.
6. Adhere to the highest standards of financial management and reporting practices as set by the Government Finance Officers Association (GFOA), the Governmental Accounting Standards Board (GASB) and other professional standards.
7. Fully comply with finance related legal mandates, laws and regulations.

To achieve these goals, fiscal policies generally cover areas of revenue management, operating and capital budgeting, financial planning and forecasting, investment and asset management, debt management, pension funding, accounting and financial reporting, reserves and internal controls. These policies are reviewed annually by management, and City Council and amended as necessary, by resolution.

Policies are addressed in ten areas:

- ⇒ **Revenue**, which deals with taxes, user fees and other revenues by which the city generates income to fund programs and services.
- ⇒ **Operating expenditures**, which relates to budgeting guidelines.
- ⇒ **Expenditure control**, which addresses the City's efforts to ensure spending is consistent with the City's fiscal plans.
- ⇒ **Capital equipment and improvements**, which relates to establishing a five year capital equipment and improvement plans for all major equipment and infrastructure systems provided and maintained by the City.
- ⇒ **Accounting and financial reporting**, which relates to accounting and reporting financial transactions and preparing financial reports.

## FISCAL POLICIES

- ⇒ **Financial planning**, addresses longer term financial forecasting to help inform decisions.
- ⇒ **Debt**, which addresses long-term financing of the city's capital needs and maintaining its bond rating.
- ⇒ **Pension funding**, addresses the funding policies of the City's pension obligations.
- ⇒ **Reserves**, establishes minimum working capital balances, required reserves and operating contingency as needed for routine cash flow and responding to unexpected expenditures or increases in service delivery costs.
- ⇒ **Management of fiscal policy**, sets forth the administration of fiscal policies on a continuing basis.

### 1. Revenue Policies

- 1.1. The City will strive for and maintain diversified and stable revenue sources to prevent undue or unbalanced reliance on any one source of funds. Revenue diversity will also reduce risk to the City from short-term fluctuations in any one revenue source.
- 1.2. Significant one-time and or temporary revenues will not be used to fund continuing programs and services, but rather to fund one-time expenditures or to fund reserves.
- 1.3. The maximum allowable system development charges (SDCs), for each of the public infrastructure systems the City operates and is allowed by state law to impose, shall be determined on a periodic basis (approximately each five years).
  - 1.3.1. The Council will determine what amount of SDCs to impose.
- 1.4. The City will promote the use of users' charges in lieu of property taxes and subsidies from other non-obligated (i.e., generally available) City funds, for services that can be identified and where costs are directly related to the level of service provided.
  - 1.4.1. Charges for providing utility services shall be sufficient to finance all operating, capital outlay and debt service expenses of the City's utility funds, including operating contingency, reserve requirements, and capital replacement. Consideration will be given to return on investment and existing and or anticipated debt to ensure debt coverage ratios are sufficient to meet or exceed requirements of lenders and rating agencies to maintain desired credit rating.
  - 1.4.2. It is the City's intent to recover a greater percentage of costs associated with performing building permit and inspection activities. As of fiscal year 2022, fees and charges for these services are insufficient to fully fund costs for these activities. City staff will evaluate the delivery of these services to identify cost savings. Results of these efforts will be presented to the City Council prior to consideration of potential fee and charge increases.

It is the City's intent to fully recover costs associated with performing planning related activities. As of fiscal year 2022, the estimated cost recovery for planning related activities is approximately 100%. City staff will evaluate and implement changes to land use processes to gain efficiencies, measure results and report findings to the City Council prior to consideration of potential increases to fees and charges for planning related activities.
  - 1.4.3. Other reimbursable work performed by the City (full labor costs, overhead, contracted services, equipment and other indirect expenses) shall be billed at total actual or estimated total actual cost.

## FISCAL POLICIES

- 1.4.4. Charges for services shall accurately reflect the total actual or estimated total cost of providing a specific service. The cost of providing specific services shall be recalculated periodically, and the fee adjusted accordingly. City staff shall create and maintain a schedule of current fees, indicating when the fees were last reviewed and/or recalculated.
- 1.5. The City shall diligently pursue collection of delinquent accounts. When necessary, discontinuing service, small claims court, collection agencies, foreclosure, liens and other methods of collection, such as imposing interest, penalties, collection and late charges, may be used.
- 1.6. All potential grants that require matching funds, on-going resource requirements, or include new or additional continuing compliance requirements shall be evaluated and considered before submittal of the application. Grant applications will be approved as follows prior to their submittal: a. By the City Manager for grants that require matching funds up to the amount of the City Manager's spending authority, and b. By the City Council for grants with matching requirements above the City Manager's spending authority. The City Council will be provided the evaluation with the request for their acceptance of the grant.
- 1.7. Revenues will be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively. The City will estimate its revenues by an objective, analytical process using best practices as defined by the GFOA.

## 2. Operating Budget Policies

- 2.1. The City will prepare a biennial budget guided by City Council goals and work plan to accomplish those goals. Budget development will be coordinated with all departments and will incorporate GFOA recommendations relative to budgeting for results and outcomes.
  - 2.1.1. The amount of funding available will be determined for each fund. The budget will be built on expected revenues. This includes base revenues, any new revenue sources, and the potential use of existing resources.
  - 2.1.2. Conduct analysis to determine what strategies, programs, and activities will best achieve desired results.
  - 2.1.3. Budget available dollars to the most significant programs and activities. The objective is to maximize the benefit of the available resources.
- 2.2. The City shall maintain an automated accounting system to monitor expenditures and revenues, relative to budget, on a monthly basis, with a thorough analysis and adjustment (if required) no less than quarterly.
- 2.3. All budgetary procedures will conform to existing state regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules (OARs) state: 1) the budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and 2) the total of all resources of the entity must equal the total of all expenditures and all requirements for the entity.
- 2.4. The budget process will be coordinated so that major policy issues and department goals and objectives are identified and incorporated into the budget.

## FISCAL POLICIES

- 2.5. The cost allocation plan will be reviewed and updated annually and serve as the basis for distributing general government and internal service costs to other funds and capital projects.
- 2.6. The City Council shall adopt the budget for each fund, at the organizational unit or program level as a total dollar amount for all appropriations except transfers, contingency, unappropriated ending fund balance, and reserves, which shall be stated separately.
- 2.7. Long-term debt or bond financing may be used for the acquisition of land, capital improvements, vehicles, and equipment with a cost greater than \$100,000, if current and or existing resources are insufficient. Long-term debt or bond financing shall not be used to finance current operating expenditures.
- 2.8. Every City fund, organizational unit, program, or activity shall start each biennium's budget cycle with no predetermined appropriation amount. Budget appropriation decisions and the allocation of resources shall be based on direction provided by the City Council and implementation of that direction by the City Manager.
- 2.9. The City will submit the Adopted Budget Document to the GFOA to obtain the Distinguished Budget Presentation Award.
- 2.10. A budget calendar will be prepared at the beginning of each budget cycle.

### **3. Expenditure Control Policies**

- 3.1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each Department or Division Manager or Director will be responsible for the administration of their organizational unit or program budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each organizational unity or program budget for compliance with spending limitations.
- 3.2. The City Manager is to administer budgetary expenditure control at the appropriation level. Any increase in budget appropriation requires City Council approval.
- 3.3. All purchases of goods and services must comply with the City's Purchasing Policies, guidelines and procedures and with State laws and regulations.
- 3.4. All compensation planning and collective bargaining will include analyses of total cost of compensation, which includes analysis of salary increases, health benefits, pension contributions, and other fringe benefits. City management will only propose operating personnel costs that can be supported by continuing operating revenues.
- 3.5. City staff shall make every effort to control expenditures to ensure City services and programs provided to its citizens and taxpayers are cost effective and efficient. Expenditures reducing future costs will be encouraged.

### **4. Purchase Authority Policies**

- 4.1. The City Manager or the City Manager's designee may enter into purchase agreements or contracts not exceeding \$75,000 without additional authorization of the City Council or Contract Review Board.
- 4.2. Department directors and managers are authorized to make purchases up to \$25,000.

## 5. Capital Improvement Policies

- 5.1. Biennially, the City will approve a five-year Capital Improvement Plan (CIP), congruent with the adoption of its biennial budget. The CIP shall provide details on each capital project: its estimated costs, sources of financing and a description, including a statement identifying: (a) the needs, conditions and circumstances that have caused the project's creation, (b) the expected results if the project is approved and implemented, and (c) future annual costs of the project.

## 6. Accounting and Financial Reporting Policies

- 6.1. The City shall establish and maintain its accounting systems according to generally accepted accounting practices and shall adhere to generally accepted accounting principles and standards promulgated by the GFOA and GASB.
- 6.2. An annual audit shall be performed by an independent public accounting firm, duly authorized by the State of Oregon to practice as such, which will issue an opinion on the annual financial statements, along with a management letter identifying areas needing improvement, if necessary.
- 6.3. Full disclosure shall be provided in the financial statements and bond representations.
  - 6.3.1. Upon request, all departments will provide notice of all significant events and financial and related matters to the Administrative Services Director for the City's annual disclosures to the municipal markets as required by SEC Regulation 15-C-2-12. Full disclosure will be provided in the financial statements and bond representations. Significant events include delinquencies and defaults related to the City's bonds, adverse tax opinions or events affecting the tax-exempt status of bonds, the release, substitutions or sale of property securing repayment of bonds and other events having a significant impact on the City's finances and outstanding bonds. The Administrative Services Director will notify all Nationally Recognized Municipal Securities Information Repositories of these significant events.
  - 6.3.2. The City's asset capitalization policy is to capitalize and depreciate assets greater than \$10,000 with a useful life beyond one year. Capital assets costing less than \$10,000 or having a useful life of one year or less will be treated as operating expenditures.
- 6.4. In conjunction with the annual audit, an Annual Comprehensive Financial Report (ACFR) will be prepared and submitted to the GFOA for consideration of its Award for Excellence in Financial Reporting.
- 6.5. Up-to-date accounting and budgeting information is available online to all management and authorized support staff. Quarterly budget to actual reports showing the current status of revenues and expenditures shall be prepared and distributed to appropriate legislative, staff and management personnel in a timely manner and made available for public inspection.

## 7. Financial Planning Policies

- 7.1. The Administrative Services Department, collaborating with other departments, will prepare a long-term financial plan for each fund to promote responsible planning for the use of resources. The long-term financial plans will include projected revenues, expenditures and reserve balances for the next five years for all funds.

## FISCAL POLICIES

- 7.2. The City's financial plans should be strategic, reflecting the City Council and community priorities for service while providing resources that fund desired service levels.
- 7.3. Long-term projections of revenues and expenditures will be based upon disclosed assumptions, and prepared consistent with best practices established by the GFOA.
- 7.4. The long-term financial plans will be integral to the development of the biennial budget.

### **8. Debt Policy**

- 8.1. The City may use debt proceeds to finance costs associated with capital infrastructure, equipment, vehicles and other purposes that provide long-term benefits to the community, i.e., benefits that extend more than one year.
- 8.2. Capital projects financed through the issuance of bonds shall not be financed for a period which (a) exceeds the expected useful life of the project or (b) is less than five years.
- 8.3. Financing for non-capital purposes shall not extend beyond the amortization period available for the respective type of obligation, e.g., retirement unfunded liabilities include an amortization period of twenty-five years.
- 8.4. The Administrative Services Director will structure all debt issuances and oversee the on-going management of all City debt. Debt includes general obligation bonds, lease purchase obligations, revenue bonds, special assessment obligations, promissory notes, equipment financing agreements and any other contractual arrangements that obligate the City to make future principal and interest payments.
- 8.5. No debt shall be issued for which the City has not identified specific revenue sources sufficient for repayment. Such revenue sources can include internal sources, such as charges to personnel costs, that are transferred to a debt service fund for debt repayment. The Administrative Services Director shall prepare an analysis of the source of repayment prior to issuance of any debt.
- 8.6. The City will not use long-term debt to fund current operations, to balance the budget or to fund projects that can be funded from current resources, unless the use of debt is otherwise determined to be in the best interest of the City.
- 8.7. The City may utilize short-term debt or inter-fund loans as permitted, to cover temporary cash flow deficiencies due to timing of cash flows, such as may result from delay in receipting grant proceeds or other revenues and delay in issuance of long-term debt.
- 8.8. When issuing long-term debt, the City will ensure that the debt is soundly financed by:
  - 8.8.1. Incurring debt only when necessary for capital improvements too large to be financed from current available resources,
  - 8.8.2. Ensuring that capital projects financed through long-term debt shall be financed for a period not to exceed the useful life of the project,
  - 8.8.3. Determining that the benefits of the project financed exceed the cost of financing including interest costs, and
  - 8.8.4. Analyzing the source of repayment, debt coverage ratios and the impact of debt service on annual fixed costs prior to issuance of long-term debt.

## FISCAL POLICIES

- 8.9. All bond issuances, promissory notes, and capital leases will be authorized by resolution of the City Council.
- 8.10. The City shall maintain its bond rating at the highest level fiscally prudent, so that future borrowing costs are minimized and access to the credit market is preserved.

### **9. Pension Funding Policies**

- 9.1. The City participates in the State of Oregon Public Employees Retirement System (PERS). The City will fund its required pension contribution requirements timely.

### **10. Reserve Policies**

- 10.1. The City shall maintain adequate working capital reserves in all funds.
  - 10.1.1. The general fund shall maintain sufficient working capital to allow the City to adequately fund operations until property taxes are received in November of each year, without borrowing.
  - 10.1.2. The City's utility funds shall maintain at a minimum working capital balance sufficient for sixty days operating expenses, together with an adequate emergency repair reserve and required debt service reserves.
  - 10.1.3. The City's internal service funds shall maintain at a minimum working capital balance sufficient for thirty days operating expenses and any required debt service reserves.
  - 10.1.4. The City's debt service funds shall maintain adequate working capital to pay required debt service without borrowing and fund required debt service reserves.
  - 10.1.5. The City's other operating funds shall maintain a minimum working capital balance sufficient for sixty days operating expenses and any required debt service reserves.
  - 10.1.6. The City shall establish a contingency budget to provide for unanticipated expenditures of a nonrecurring nature. The contingency shall be a minimum of five percent (5%) of a fund's operating and capital expenditure estimates for the fiscal year. This policy does not apply to debt service, internal service, trust and agency, capital projects, serial levy, temporary or certain special purpose funds.
- 10.2. The City may use reserves on a one-time or temporary basis for purposes described above. In the event that reserve funds are presently or decrease to levels below the levels desired by this policy, City management will develop a plan to restore reserves to the desired levels.

### **11. Management of Fiscal Policy**

- 11.1. Fiscal policies shall be reviewed biennially (in alignment with the budgeting process) by the City Council and adopted by resolution. Changes in policies shall be approved by the City Council and adopted by resolution.
  - 11.1.1. The City Manager or designee shall prepare a report explaining the substantive impact of all recommendations and their impact on the City's operations, service levels, and finances.
  - 11.1.2. The Audit Committee shall review the City's fiscal policies annually.

11.2. The City Manager shall implement fiscal policies and monitor compliance.

11.2.1. If the City Manager discovers a material deviation from policy, he/she shall report it in writing to the City Council in a timely manner.

11.2.2. As a part of the City's annual budget document, the City Manager's budget message shall identify: (a) all major changes in policy since the previous budget year and (b) any material variations from policy in the ensuing year's budget.



# GLOSSARY

## **Actual**

Actual, as used in the fund summaries, revenue summaries, and department and division summaries within the budget document, represents the actual costs results of operations. This category is presented on a budgetary basis, and thus excludes depreciation and amortization, and includes principal payments on debt.

## **Ad Valorem Tax**

A tax based on the assessed value of a property.

## **Adopted Budget**

Adopted, as used in the fund summaries and department and division summaries within the budget document, represents the final budget *adopted* by City Council. The adopted budget becomes effective July 1. Subsequent to adoption; the City Council may make changes throughout the year.

## **American Rescue Plan Act of 2021 (ARPA)**

The American Rescue Plan Act of 2021 (ARPA), also called the COVID-19 Stimulus Package or American Rescue Plan, is a \$1.9 trillion economic stimulus bill passed by the 117th United States Congress and signed into law by the President on March 11, 2021.

## **Annual Comprehensive Financial Report (ACFR)**

The annual audited results of the City's financial position and activity.

## **Approved Budget**

Approved, as used in the fund summaries and revenue summaries, represents the proposed budget with changes made by the Budget Committee, if any.

## **Appropriations**

Legal authorization granted by the City Council to spend public funds. Appropriations within each program may not be exceeded.

## **Assessed Valuation**

The value set on taxable property as a basis for levying property taxes. A tax initiative passed in 1997 that reduced assessed value (AV) below real market value and set a three percent maximum annual growth rate in the taxable assessed value (TAV), exclusive of certain improvements.

## **Assets**

Resources having a monetary value and that are owned or held by an entity.

## **Audit**

A report prepared by an external auditor. As a rule, the audit shall contain a statement of the scope of the audit, explanatory comments concerning exceptions of the auditor as to the applicant on generally accepted auditing standards, explanatory comments concerning verification procedures, financial statements and schedules, and sometime statistical tables, supplemental comments and recommendations.

## **Audit Committee**

Group of individuals assigned specific responsibility for addressing issues related to the independent audit of the financial statements on behalf of the entity under audit.

## GLOSSARY

### **Balanced Budget**

A budget where resources equal requirements in every fund.

### **Base Budget**

Cost of continuing the existing levels of service in the current budget year. Base budget is also referred to as a status quo budget.

### **Beginning Fund Balance**

The beginning balance is the residual non-restricted funds brought forward from the previous financial year (ending balance).

### **Biennial Budget**

A biennial budget is for a two-year period, commencing on July 1.

### **Bond or Bond Issue**

Bonds are debt instruments that require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or according to a formula for determining the interest rate.

### **Bond Funds**

Established to account for bond proceeds to be used only for approved bond projects.

### **Budget**

A budget is a plan of financial operation embodying an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a fiscal year. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and tentative, or whether the appropriating body has approved it.

### **Budget Calendar**

A schedule of key dates followed by a government in the preparation and adoption of the budget.

### **Budget Committee**

A group comprised of the elected officials plus an equal number of concerned citizens for the purpose of reviewing the proposed budget and recommending changes leading to an approved budget.

### **Budget Document**

A written report that shows a government's comprehensive financial plan for a specified period, usually one year, that includes both the capital and the operating budgets.

### **Budget Message**

Written explanation of the budget and the City's financial priorities for the next fiscal year; prepared by the city manager.

### **Budget Officer**

The Budget Officer is appointed by the governing body or designated by charter. The Budget Officer must prepare and present a balanced budget to the Budget Committee.

### **Budgetary Basis**

Budgets are adopted on a basis consistent with generally accepted accounting principles (GAAP), with the exception that neither depreciation nor amortization are budgeted for proprietary funds, and bond principal in the enterprise funds is subject to appropriation.

## GLOSSARY

### **Capital**

Anything that confers value or benefit to its owner, such as land, equipment, buildings, or financial assets.

### **Capital Budget**

The City's budget for projects, major repairs, improvements, and additions to the City's fixed assets (streets, sidewalks, roads, sewers, storm water, parks, and buildings).

### **Capital Improvement**

A term defined in the ORS 310.410 (10) to include land, structures, facilities, machinery, equipment, or furnishings having a useful life of longer than one year.

### **Capital Improvement Plan (CIP)**

The CIP is a schedule of capital projects including estimated cost and timing. There is a separate CIP for each major infrastructure system in the City, e.g., water, streets, sidewalks, storm water, wastewater, information technology, city facilities, and vehicles.

### **Capital Improvement Project**

Any project having assets of significant value and having a useful life of five years or more. Capital projects include the purchase of land, design, engineering and construction of buildings, and infrastructure items such as parks, streets, bridges, drainage, street lighting, water and sewer systems, and master planning.

### **Capital Outlay**

Includes the purchase of land, the purchase and/or construction of buildings, structures and facilities of all types, in addition to machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increase the capacity, efficiency, span of life, or economy of operating as an existing fixed asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than one year; (2) typically have a unit cost of \$5,000 or more; and (3) be a betterment or improvement. Replacement of a capital item is classified as capital outlay under the same code as the original purchase. Replacement or repair parts are classified under materials and services.

### **Capital Projects**

Major repairs, improvements or additions to the City's fixed assets (streets, sidewalks, roads, sewers, storm water, parks, and buildings).

### **CARES Act**

The Coronavirus Aid, Relief, and Economic Security (CARES) Act (2020) and the Coronavirus Response and Consolidated Appropriations Act (2021) provided fast and direct economic assistance for American workers, families, small businesses, and industries. The CARES Act was passed by Congress on March 25, 2020 and signed into law on March 27, 2020.

### **Cash Management**

Management of cash necessary to pay for government services, while investing temporary cash excesses in order to earn interest income. Cash management refers to the activities of forecasting inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest return available for temporary cash balances.

### **Charges for Service**

Includes a wide variety of fees charged for services provided to the public and other agencies.

## GLOSSARY

### **City Council**

The legislative body of a city.

### **COVID-19**

Coronavirus disease (COVID-19) is a respiratory disease caused by SARS-CoV-2, a new coronavirus discovered in 2019. In early March 2020, the World Health Organization (WHO) declared COVID-19 a pandemic—a disease outbreak occurring over a wide geographic area and affecting an exceptionally high proportion of the population.

### **Comprehensive Plan**

An official statement of the goals, objectives and physical plan for the development of the city. Contains a narrative of goals, objectives, and policies that describe the desired form, nature, and rate of city development.

### **Consumer Price Index**

A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

### **Contingency**

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. Contingency may be appropriated for a specific purpose by City Council upon the approval of a resolution. The City separates contingencies into those that are designated for specific purposes and undesignated.

### **Contract Review Board**

The Florence City Council is designated as the “Local Contract Review Board” under the State of Oregon Public Contracting Code per Florence City Code Section 1-8-1.

### **Cost Allocation**

Various administrative services including city management, finance, human resources, public works staffing, and their related costs are allocated to the various funds that receive the benefit of these services via a cost allocation methodology.

### **Cost Center**

An organizational budget/operating unit within each city division or department.

### **Debt Coverage Ratio**

Represents the ratio of “net revenues” available to pay scheduled debt service. A ratio of 1.0 reflects “net revenues” equal to scheduled debt service. A ratio greater than 1.0 reflects “net revenues” in excess of scheduled debt service, and a ratio less than 1.0 indicates “net revenues” is less than scheduled debt service.

### **Debt Service**

Interest and principal on outstanding bonds due and payable during the fiscal year.

### **Debt Service Fund**

A fund established to account for the accumulation of resources and for the payment of general long-term debt principle and interest that are not services by the Enterprise Funds. It does not include contractual obligations accounted for in the individual funds.

### **Department**

Led by a general manager, this combination of divisions of the City share specific and unique sets of goals and objectives (i.e., Police, Community Development, Administrative Services, Public Works, etc.).

## GLOSSARY

### **Depreciation**

Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of physical elements, inadequacy, or obsolescence.

### **Designated Contingency**

Amounts set aside for anticipated non-recurring cash flow needs. This includes items such as moving and remodeling, major building repairs, emergency management, and capital project or equipment purchases.

### **Division**

A functional unit within a department consisting of one or more cost centers engaged in activities supporting the unit's mission and objectives.

### **Elderly and Disabled**

Provides funding for transportation alternatives for seniors and persons with disabilities. This includes taxi and bus services for employment, medical, shopping, and other necessary trips.

### **Employee Benefits**

Contributions made by a government to meet commitments or obligations for employee-related expenses. Included is this is the government's share of costs for social security and the various pension, and medical and life insurance plans.

### **Encumbrance**

Amount of money committed and set aside, but not yet expended, for the purchases of specific goods or services.

### **Ending Fund Balance**

The residual, non-restricted funds that are spendable or available for appropriation at the end of the fiscal year.

### **Enterprise Funds**

Established to account for operations, including debt service that are financed and operated similarly to private businesses – where the intent is the service is self-sufficient, with all costs supported predominantly by user charges.

### **Estimated**

A projection of the revenue or expenditure, as appropriate, to be recognized during the current fiscal period.

### **Expenditures**

Represents decreases in net financial resources. They include current operating expenses, which require the current or future use of net current assets, debt services, and capital outlays.

### **Fees**

Charges for specific services levied by local government in connection with providing a service, permitting an activity, or imposing a fine or penalty.

### **Fiscal Management**

A government's directive with respect to revenues, spending, reserves, and debt management as these relate to governmental services, programs and capital investment. Financial policy provides an agreed upon set of principles for the planning and programming of governmental budgets and its funding.

### **Fiscal Year**

A 12-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Florence's fiscal year is July 1 through June 30.

## GLOSSARY

### **Five-Year Financial Plan**

An estimation of revenues and expenses of the City's operations for the next five-year period.

### **Fixed Assets**

Includes equipment, vehicles, furniture and fixtures, and computer hardware and software with a cost basis in excess of \$5,000.

### **Franchise Fee**

Charged to all utilities operating within the City and is a reimbursement to the general fund for the utility's use of City's right of ways.

### **Full-Time Equivalent**

A calculation used to convert part-time hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per year. The full-time equivalent of a part-time employee is calculated by dividing the number of hours budgeted by 2,080.

### **Fund**

A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities, or balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

### **Fund Balance**

The balance of net financial resources that is spendable or available for appropriation.

### **General Fund**

This is the primary operating fund of the City. It exists to account for the resources devoted to finance the services traditionally associated with local government.

### **General Long-Term Debt**

Represents debt payable that is not classified as a liability of a given fund or secured by a specific revenue source other than the general revenues or property taxes of the issuer. General Obligation (GO) bonds are secured by the full faith and credit of the issuer. GO bonds issued by local units of government are secured by a pledge of the issuer's property taxing power (secondary portion). Usually this is issued to pay for general capital improvements such as parks and City facilities.

### **Goal**

The result or achievement toward which effort is directed; aim; end.

### **Government Accounting Standards Board (GASB)**

Ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

### **Government Finance Officers Association (GFOA)**

An association of public finance professionals whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

### **Grant**

A contribution that is made by one government unit to another. The contribution is usually made to aid in the support of a specified function (i.e., library, transit, or capital projects).

## GLOSSARY

### **Infrastructure**

Public domain fixed assets such as roads, bridges, streets, sidewalks, and similar assets that are immovable.

### **Intergovernmental Revenues**

Levied by one government, but shared on a predetermined basis with another government or class of governments.

### **Internal Controls**

Integrated set of policies and procedures designed to assist management in providing the continuous assessment of risk.

### **Levy**

Gross amount of property taxes imposed on taxable property. The net amount received by a government will be less than the gross levy as a result of delinquent or uncollectible payments or early payment discounts. Budgets are developed on the basis of the projected amount of property taxes receivable.

### **Line Item Budget**

The traditional form of budget, where proposed appropriations are based on individual objects of expense within a department or program. Local Budget Law Oregon Revised Statutes (ORS) dictates local budgeting practices. ORS Chapter 294 contains Local Budget Law provisions.

### **Local Improvement District**

Consists of property owners desiring improvements to their property. Bonds are issued to finance these improvements, which are repaid by assessments on their property. Local Improvement District debt is paid for by a compulsory levy (special assessment) made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

### **Local Option Levy**

Under Measure 50, local governments and special districts were given the ability to ask voters for temporary authority to increase taxes through approval of a local option levy. The maximum length of time for a local option levy is 5 years, and up to 10 years, if the levy is for capital purposes. A local option levy must be approved by a majority of voters at a general election or an election with a 50 percent voter turnout.

### **Materials and Services**

Expendable items purchased for delivery and City services. This classification includes supplies, repair and replacement parts, small tools, and maintenance and repair materials that are not of a capital nature.

### **Measure 5**

In November 1990, State of Oregon voters passed a constitutional limit on property taxes. The law sets a maximum \$10 tax rate on individual properties for the aggregate of all non-education taxing jurisdictions. The maximum tax rate for education jurisdictions is limited to \$5.

### **Measure 50**

A 1997 voter approved initiative which rolled back assessed values to 90 percent of their levels in fiscal year 1995-96 and limits future annual increases to three percent, except for major improvements. Tax rates are now fixed and not subject to change. Voters may approve local initiatives above the fixed rates provided a majority approves at either (1) a general election in an even numbered year; or (2) at any other election in which at least 50 percent of registered voters cast a ballot.

## GLOSSARY

### **Mission**

Defines the primary purpose of the City and is intended to guide all organizational decisions, policies and activities (internal and external) on a daily basis.

### **Non-Operating Budget**

Part of the budget composed of the following items: reserves, contingencies, capital projects, and debt service payments.

### **Objective**

A target to be accomplished in specific, well defined and measurable terms, and that is achievable within a specific time frame.

### **Object Classification**

Within each organizational unit or program, the estimates of line-item expenditures must be detailed by the following classifications: personnel services, materials and services, and capital outlay, special payments, debt service, transfers, contingency, reserves, and unappropriated fund balances.

### **Operating Budget**

The plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled.

### **Operating Revenue**

Funding received by the government as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services, capital outlay, and debt service.

### **Ordinance**

A formal legislative decree enacted by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of the law within the boundaries of the municipality to which it applies.

### **Oregon Administrative Rules (OAR)**

The official compilation of rules and regulation, having the force of law in the State of Oregon. It is the regulatory and administrative corollary to the Oregon Revised Statutes.

### **Oregon Budget Law**

Found in Oregon Revised Statutes 294.565, governs local government's budgetary processes and preparation in Oregon.

### **Oregon Revised Statutes (ORS)**

Codified laws of the State of Oregon incorporating all laws and rules of civil procedure enacted by the Legislative Assembly.

### **Organizational Unit**

Administrative subdivision of the local government which is responsible for specific services, functions, or activities. They are usually identified as departments, divisions, or offices (e.g., Police, Administrative Services, or Public Works).



## GLOSSARY

### **Outstanding Debt**

The balance due at any given time which resulted from the borrowing of money or from the purchase of goods and services.

### **Performance Measure**

Data collected to determine how effective or efficient a program is in achieving its objectives.

### **Permanent Tax Rate**

Under Measure 50, each school district, local government, and special district was assigned a permanent tax rate limit in fiscal year 1998. This permanent rate applies to property taxes for operations.

### **Personnel Services**

The salaries and wages paid to employees, in addition to the City's contribution for fringe benefits such as retirement, social security, and health and workers' compensation insurance.

### **Program**

A group of related activities aimed at accomplishing a major service or function. Programs could include services such as public safety, streets, water and wastewater.

### **Property Tax**

Based according to assessed value of property and is used as the source of monies to pay general obligation debt and to support the services provided by the City.

### **Project Manager**

An individual that is responsible for budgeting and managing projects to their completion.

### **Proposed Budget**

A financial document that combines operating, non-operating and resource estimates prepared by the Budget Officer, which is submitted to the public, Budget Committee, and City Council for review and approval.

### **Reserves**

An amount set aside for "future expenditure", usually for expenses anticipated in a future budget period.

### **Resolution**

A special or temporary order of a legislative body requiring City Council action.

### **Resources**

Includes revenue, inter-fund transfers, borrowing proceeds, and beginning fund balance.

### **Retained Earnings**

An equity account that reflects the accumulated earning of an enterprise or internal service fund.

### **Revenue**

Funds received by the City from either tax or non-tax sources.

### **Revenue Bonds**

Bonds payable from a specific source of revenue, which does not pledge the taxing authority of the issuer. Pledged revenues may be derived from operation of the financed project, grants, excise, or other specified non-property tax.

**Special Assessment**

A compulsory levy made against certain properties to defray part of the cost of a capital improvement or service deemed to be beneficial primarily to those properties. (Also see Local Improvement District.)

**Special Assessment Bond**

A bond issue payable from the payments on special assessments imposed against properties that have been specially benefited by the construction of public improvements such as sidewalks, roads, or sewer systems.

**Special Revenue Funds**

A fund established to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**Supplemental Budget**

Appropriations established to meet needs not anticipated at the time the budget was originally adopted. A supplemental budget cannot increase the tax levy.

**System Development Charges**

Charges paid by developers and builders to fund expansion of infrastructure systems necessary due to increased usage. Such charges are collected for water, sewer, storm drains, streets, and parks and are paid by developers and builders as part of the permit process.

**Taxes**

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

**Tax Levy**

The total amount of property taxes needed to pay for General Fund operations and for principal and interest on bonds.

**Tax Rate**

The amount of tax levied for each \$1,000 of assessed valuation.

**Tax Revenue**

Includes property taxes, hotel, and transient/motel/hotel room tax.

**Tax Roll**

The official list showing the amount of taxes levied against each property.

**Transfers**

Appropriation category used in the City's budget, which includes amounts distributed from one fund to pay for services provided by another fund. The general fund may also transfer funds to any other fund if desired by the City Council.

**Trust Funds**

A fund established to administer resources received and held by the City as the trustee or agent for others. Uses of these funds facilitate the discharge of responsibility placed upon the City by virtue of law or other similar authority.

**Unappropriated Ending Fund Balance**

An account which records a portion of the fund balance. It must be segregated for future use and is not available for current appropriation or expenditure.

**Unreserved Fund Balance**

The portion of a fund's balance that is not restricted for a specific purpose. It is available for general appropriation.

**User Fees**

The fee charged for services to the party or parties who directly benefits. They are also referred to as Charges for Service.

**Working Capital**

Funds available to meet obligations.

